

AECON

2025

ANNUAL REPORT





“This past year was transformative for Aecon – driven by record full year revenue, strong year-end backlog and recurring revenue programs, and growth in new geographies and markets. Aecon continued its evolution as a power company, marked by the completion of key strategic acquisitions, steady growth into the U.S. and international markets, and record new contract awards.”



Front Cover: Darlington Nuclear Generating Station, Clarington, ON
Inside Cover: Aecon Utilities, U.S. | Finch West LRT, Toronto, ON

Dear Shareholders,

This past year was transformative for Aecon – driven by record full year revenue of \$5.4 billion, year-end backlog of \$10.7 billion diversified across our operating sectors, strong recurring revenue programs, and growth in new geographies and markets.

In 2025, Aecon continued its evolution as a power company. The year was marked by the completion of key strategic acquisitions, steady growth into U.S. and international markets, and record new contract awards for projects linked to power generation, critical resource development, mass transit infrastructure, water, and defence. With an unwavering focus on delivering long-term shareholder value, Aecon advanced its core strategy to differentiate its service offering and execution capabilities to secure projects with appropriate risk-adjusted returns.

In 2025 and early 2026, Aecon completed four strategic acquisitions with a focus on expanding core industrial and utilities capabilities and capacity across North America:

- Aecon acquired Bodell Construction Company, an industrial construction contractor headquartered in Utah;
- Aecon acquired Trinity Industrial Services, an industrial services company headquartered in Texas;
- Aecon Utilities Group Inc. acquired K.P.C. Power Electrical Ltd. and K.P.C. Energy Metering Solutions Ltd. (collectively “KPC”), a high-voltage testing, commissioning and metering solutions contractor in Ontario; and
- Aecon Utilities Group Inc. acquired Duna Services, LLC and its subsidiaries Arc American, LLC and C.A. Advanced, LLC, headquartered in Indiana, as well as a 49% interest in KNX Utility Services, LLC.

Aecon progressed key priorities in its **Forward Together 2024 – 2027 Strategic Plan** – focused on “Where to Play” in key markets to de-risk its overall portfolio and accelerate growth, and “How We Win” by identifying three Key Focus areas it will continue to develop to secure a leading position and more predictable and increased profitability in these markets.

Aecon partnerships continued to advance ongoing projects under collaborative models, including the Winnipeg North End Sewage Treatment Plant Biosolids Facilities Upgrade project in Manitoba, the GO Expansion Civil Works project in Ontario and the U.S. Virgin Islands Port Authority Airports P3 Project currently under development. Subsequent to year-end, the Howard A. Hanson Dam Facility project in Washington State transitioned from the development phase to the construction phase, and an Aecon partnership executed a collaborative agreement to deliver the Arctic Over-the-Horizon Radar Program Stage 1 project in Ontario.

In the U.S., an Aecon joint venture was selected to deliver the first four of 12 Xe-100 small modular reactors at Energy Northwest’s Cascade Advanced Energy Facility in Washington State under a progressive design-build model upon finalizing negotiations. Aecon also completed key international projects, including the Kingstown Port Modernisation in Saint Vincent and the Grenadines, and the Anguilla International Airport Redevelopment, while also progressing on civil work in Barbados and the V.C. Bird International Airport project in Antigua and Barbuda.

In Canada, the Darlington Nuclear Refurbishment project was delivered four months ahead of schedule and under budget, an Aecon joint operation was awarded a collaborative contract for the definition phase work at the Pickering Nuclear Generating Station, and an Aecon general partnership was awarded an alliance construction contract for the execution phase of the Darlington New Nuclear Project. Aecon partnerships achieved financial close on the Yonge North Subway Extension Advance Tunnel project, achieved commercial close on the Scarborough Subway Extension progressive design-build project, and reached substantial completion on the Eglinton Crosstown LRT and Finch West LRT projects, delivering the first two modern LRT systems in Toronto with Aecon holding interests in the respective 30-year concession and maintenance terms. Financial close was also achieved on the Port of Montreal Expansion in-water works project in Quebec and commercial operations commenced on the Oneida Energy Storage Project.

Guided by our commitment to advancing meaningful Indigenous engagement and reconciliation, working in partnership with communities, Aecon procured \$240 million of goods and services from the Indigenous economy. Underpinned by our **Safety Always** culture and dedication to building shareholder value, we are steadfast in our efforts to ensure that Aecon safely, profitably, and sustainably delivers integrated services, products, and solutions to meet the needs of clients while supporting our people and communities.

Moving forward, Aecon maintains a disciplined capital allocation approach and remains focused on strategic investments in its operations designed to support growth in new markets, reduce at-risk work, and increase activities with more attractive risk-adjusted return profiles. Aecon is well positioned to harness robust opportunities ahead, and our investment in our people, processes and capabilities will continue to support growth.

Thank you for your continued support.

Sincerely,



John M. Beck
Chairman



Jean-Louis Servranckx
President and Chief Executive Officer

Aecon Group Inc.

**Management's Discussion and Analysis
of Operating Results and Financial Condition**

December 31, 2025

Management's Discussion and Analysis of Operating Results and Financial Condition

December 31, 2025

TABLE OF CONTENTS

1. INTRODUCTION	2
2. FORWARD-LOOKING INFORMATION	2
3. FINANCIAL REPORTING STANDARDS	4
4. NON-GAAP AND SUPPLEMENTARY FINANCIAL MEASURES	4
5. RECENT DEVELOPMENTS	6
6. BUSINESS STRATEGY	9
7. CONSOLIDATED FINANCIAL HIGHLIGHTS.....	14
8. REPORTABLE SEGMENTS FINANCIAL HIGHLIGHTS.....	17
8.1. CONSTRUCTION	17
8.2. CONCESSIONS.....	19
9. QUARTERLY FINANCIAL DATA	20
10. FINANCIAL CONDITION, LIQUIDITY AND CAPITAL RESOURCES.....	25
10.1 INTRODUCTION.....	25
10.2. CONTINGENCIES	26
10.3. CASH AND DEBT BALANCES	27
10.4. SUMMARY OF CASH FLOWS	28
10.5. CAPITAL MANAGEMENT	30
10.6. FINANCIAL INSTRUMENTS	31
10.7. NORMAL COURSE ISSUER BID	32
11. NEW ACCOUNTING STANDARDS	32
12. SUPPLEMENTAL DISCLOSURES	32
13. RISK FACTORS	34
14. OUTSTANDING SHARE DATA.....	55
15. OUTLOOK	55

Management's Discussion and Analysis of Operating Results and Financial Condition ("MD&A")

The following discussion and analysis of the consolidated results of operations and financial condition of Aecon Group Inc. ("Aecon" or the "Company") should be read in conjunction with the Company's audited consolidated financial statements and accompanying notes for the year ended December 31, 2025. This MD&A is dated as at March 5, 2026, when the Company's Board of Directors approved this document. Additional information on Aecon is available through the System for Electronic Document Analysis and Retrieval+ ("SEDAR+") at www.sedarplus.ca and includes the Company's Annual Information Form and other securities and continuous disclosure filings.

1. INTRODUCTION

Aecon currently operates in two segments within the infrastructure development industry: Construction and Concessions.

The Construction segment includes all aspects of the construction of both public and private infrastructure, primarily in Canada, the United States, and, on a selected basis, internationally, and focuses primarily on the following market sectors:

- Civil Infrastructure;
- Urban Transportation Solutions;
- Nuclear Infrastructure;
- Utility Infrastructure; and
- Industrial Infrastructure.

Activities within the Concessions segment include the development, financing, build, and operation of construction projects, primarily by way of public-private partnership contract structures, as well as integrating the services of all project participants, and harnessing the strengths and capabilities of Aecon. The Concessions segment focuses primarily on providing the following services:

- Development of domestic and international Public-Private Partnership ("P3") projects;
- Private finance solutions;
- Developing strategic partnerships;
- Leading and/or actively participating in development teams; and
- Operations and maintenance of infrastructure assets.

The infrastructure development industry in Canada is seasonal in nature for companies like Aecon that perform a significant portion of their work outdoors. As a result, less work is performed in the winter and early spring months than in the summer and fall months. Accordingly, Aecon has historically experienced a seasonal pattern in its operating results, with the first half of the year, and particularly the first quarter, typically generating lower revenue and profit than the second half of the year. Therefore, results in any one quarter are not necessarily indicative of results in any other quarter, or for the year as a whole.

2. FORWARD-LOOKING INFORMATION

The information in this Management's Discussion and Analysis includes certain forward-looking statements which may constitute forward-looking information under applicable securities laws. These forward-looking statements are based on currently available competitive, financial, and economic data and operating plans but are subject to risks and uncertainties. Forward-looking statements may include, without limitation, statements regarding the operations, business, financial condition, expected financial results, performance, prospects, ongoing objectives, strategies, and outlook for Aecon, including statements regarding: the timing, methods, and quantity of any purchases under the normal course issuer bid ("NCIB"), the availability of cash for repurchases of common shares under the NCIB, and compliance with applicable laws and regulations pertaining to the NCIB;

expectations regarding the impact of the three remaining fixed price legacy projects and expected timelines of such projects; backlog and estimated duration; the impact of certain contingencies on Aecon (see: Section 10.2 "Contingencies"); the uncertainties related to the unpredictability of global economic conditions; its belief regarding the sufficiency of its current liquidity position including sufficiency of its cash position, unused credit capacity, and cash generated from its operations; its strategy of seeking to differentiate its service offering and execution capability and the expected results therefrom; its efforts to maintain a conservative capital position; expectations regarding the pipeline of opportunities available to Aecon; statements regarding the various phases of projects for Aecon; its strategic focus on projects linked to energy and sustainability, and the opportunities arising therefrom; opportunities to add to the existing portfolio of Canadian and international concessions in the next 12 to 24 months; the expansion in the North America and global nuclear services market and driving continued growth in priority markets; the ability to advance Aecon's diversification and growth with a focus on energy security and energy addition; the ability to capitalize on, and the continued growth of, the increasing demand for clean, affordable, and reliable energy; the anticipated growth of Aecon's nuclear and engineering business, and Aecon's expansion in the U.S. and Canadian markets, expansion of market share and operational capacity. Forward-looking statements may in some cases be identified by words such as "will," "plans," "schedule," "forecast," "outlook," "potential," "seek," "strategy," "may," "could," "might," "can," "believes," "expects," "anticipates," "estimates," "projects," "intends," "prospects," "targets," "occur," "continue," "should" or the negative of these terms, or similar expressions. In addition to events beyond Aecon's control, there are factors which could cause actual or future results, performance, or achievements to differ materially from those expressed or inferred herein including, but not limited to: the risk of not being able to drive a higher margin mix of business by participating in more complex projects, achieving operational efficiencies and synergies, and improving margins; the risk of not being able to meet contractual schedules and other performance requirements on large, fixed priced contracts; the risk of not being able to meet its labour needs at reasonable costs; the risk of not being able to address any supply chain issues which may arise and pass on costs of supply increases to customers; the risk of not being able, through its joint operations, to enter into implementation phases of certain projects following the successful completion of the relevant development phase; the risk of not being able to execute its strategy of building strong partnerships and alliances; the risk of not being able to execute its risk management strategy; the risk of not being able to grow backlog across the organization by winning major projects; the risk of not being able to maintain a number of open, recurring, and repeat contracts; the risk of not being able to accurately assess the risks and opportunities related to its industry's transition to a lower-carbon economy; the risk of not being able to oversee, and where appropriate, respond to known and unknown environmental and extreme weather-related risks, including the ability to recognize and adequately respond to concerns or public, governmental, and other stakeholders' expectations on environmental matters; the risk of not being able to meet its commitment to meeting its greenhouse gas emissions reduction targets; the risks associated with the strategy of differentiating its service offerings in key end markets; the risks associated with undertaking initiatives to train employees; the risks associated with the seasonal nature of its business; the risks associated with being able to participate in large projects; the risks associated with legal proceedings to which it is a party; the ability to successfully respond to shareholder activism; the risk of increased costs due to the imposition of tariffs; the risk of non-compliance with government regulations, policies or executive orders; the risks relating to performance of U.S. government contracts; the risk that Aecon will not realize the opportunities presented by a transition to a net-zero economy; risks associated with future pandemics or health-related outbreaks and Aecon's ability to respond to and implement measures to mitigate the impact of such pandemics or health-related outbreaks; the risk that the strategic partnership with Oaktree Capital Management, L.P. ("Oaktree") will not realize the expected results and may negatively impact the existing business of Aecon Utilities Group Inc. ("Aecon Utilities"); the safety risks related to the performance of nuclear projects; the risk of costs or difficulties related to the integration of recently acquired entities being greater than expected; the risk of the anticipated benefits and synergies from the acquisitions not being fully realized or taking longer than expected to realize; and the risk of being unable to retain key personnel or to maintain relationships with customers, suppliers or other partners of recently acquired companies.

These forward-looking statements are based on a variety of factors and assumptions including, but not limited to that: none of the risks identified above materialize, there are no unforeseen changes to economic and market conditions and no significant events occur outside the ordinary course of business. These assumptions are based on information currently available to Aecon, including information obtained from third-party sources. While the Company believes that such third-party sources are reliable sources of information, the Company has not independently verified the information. The Company has not ascertained the validity or accuracy of the underlying economic assumptions contained in such information from third-party sources and hereby disclaims any responsibility or liability whatsoever in respect of any information obtained from third-party sources.

Risk factors are discussed in greater detail in the Section 13 - "Risk Factors" in this MD&A which is available on SEDAR+ at www.sedarplus.ca. Except as required by applicable securities laws, forward-looking statements speak only as of the date on which they are made and Aecon undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

3. FINANCIAL REPORTING STANDARDS

The Company's audited consolidated financial statements and the accompanying notes for the year ended December 31, 2025 and 2024 were prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards").

All financial information in this MD&A is presented in Canadian dollars, unless otherwise indicated.

4. NON-GAAP AND SUPPLEMENTARY FINANCIAL MEASURES

The MD&A presents certain non-GAAP and supplementary financial measures, as well as non-GAAP ratios to assist readers in understanding the Company's performance ("GAAP" refers to IFRS Accounting Standards). These measures do not have any standardized meaning and therefore are unlikely to be comparable to similar measures presented by other issuers and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with GAAP.

Throughout this MD&A, the following terms are used, which do not have a standardized meaning under GAAP.

Non-GAAP Financial Measures

A non-GAAP financial measure: (a) depicts the historical or expected future financial performance, financial position or cash flow of the Company; (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 comparable financial measure presented in the primary consolidated financial statements; (c) is not presented in the financial statements of the Company; and (d) is not a ratio.

Non-GAAP financial measures and ratios presented and discussed in this MD&A are as follows:

- **"Adjusted EBITDA"** represents operating profit (loss) adjusted to exclude depreciation and amortization, the gain (loss) on sale of assets and investments, costs related to business acquisitions including: costs related to advisory, legal, and other transaction fees; changes in the fair value of contingent consideration; and contingent consideration classified as compensation per IFRS Accounting Standards; costs associated with the remediation of properties sold; and net income (loss) from projects accounted for using the equity method, but including "Equity Project EBITDA" from projects accounted for using the equity method (refer to Section 9 "Quarterly Financial Data" for a quantitative reconciliation to the most comparable financial measure). The most directly comparable measure presented in the consolidated statements of income is operating profit.

- **“Equity Project EBITDA”** represents Aecon’s proportionate share of the earnings or losses from projects accounted for using the equity method before depreciation and amortization, finance income, finance cost and income tax expense (recovery) (refer to Section 9 “Quarterly Financial Data” for a quantitative reconciliation to the most comparable financial measure).
- **“Adjusted Profit (Loss) Attributable to Shareholders”** represents profit (loss) attributable to shareholders adjusted where applicable to exclude unrealized gains or losses on derivative financial instruments, costs related to business acquisitions including: amortization of acquisition-related intangible assets; costs related to advisory, legal, and other transaction fees; changes in the fair value of contingent consideration; and contingent consideration classified as compensation per IFRS Accounting Standards; costs associated with the remediation of properties sold; and where applicable the income tax effect of these adjustments (refer to Section 9 “Quarterly Financial Data” for a quantitative reconciliation to the most comparable financial measure). The most comparable IFRS Accounting Standards measure for Adjusted Profit (Loss) Attributable to Shareholders is Profit (Loss) Attributable to Aecon Shareholders.

Management uses the above non-GAAP financial measures to analyze and evaluate operating performance. Aecon also believes the above financial measures are commonly used by the investment community for valuation purposes, and are useful complementary measures of profitability, and provide metrics useful in the construction industry. These non-GAAP financial measures exclude items which management believes will allow investors a consistent way to analyze Aecon’s financial performance, allow for better analysis of core operating income and business trends, and improve comparability of companies within the industry.

Primary Financial Statements

Primary financial statement means any of the following: the consolidated balance sheets, the consolidated statements of income, the consolidated statements of comprehensive income, the consolidated statements of changes in equity, and the consolidated statements of cash flows.

Key financial measures presented in the primary financial statements of the Company and discussed in this MD&A are as follows:

- **“Gross profit”** represents revenue less direct costs and expenses. Not included in the calculation of gross profit are marketing, general, and administrative expense (“MG&A”), depreciation and amortization, income (loss) from projects accounted for using the equity method, other income (loss), finance income, finance cost, income tax expense (recovery), and non-controlling interests.
- **“Operating profit (loss)”** represents the profit (loss) for the period, before finance income, finance cost, and income tax expense (recovery).

The above measures are presented in the Company’s consolidated statements of income and are not meant to be a substitute for other subtotals or totals presented in accordance with GAAP, but rather should be evaluated in conjunction with such measures.

- **“Backlog” (Remaining Performance Obligations)** means the total value of work that has not yet been completed that: (a) has a high certainty of being performed as a result of the existence of an executed contract or work order specifying job scope, value and timing; or (b) has been awarded to Aecon, as evidenced by an executed binding letter of intent or agreement, describing the general job scope, value and timing of such work, and where the finalization of a formal contract in respect of such work is reasonably assured. Operations and maintenance (“O&M”) activities are provided under contracts that can cover a period of up to 30 years. In order to provide information that is comparable to the backlog of

other categories of activity, Aecon limits backlog for O&M activities to the earlier of the contract term and the next five years.

Remaining Performance Obligations, i.e. Backlog, is presented in the notes to the Company's annual consolidated financial statements and is not meant to be a substitute for other amounts presented in accordance with GAAP, but rather should be evaluated in conjunction with such measures.

Non-GAAP Ratios

A non-GAAP ratio is a financial measure presented in the form of a ratio, fraction, percentage or similar representation, and that has a non-GAAP financial measure as one of its components and is not disclosed in the financial statements of the Company.

A non-GAAP ratio presented and discussed in this MD&A is as follows:

- **“Adjusted EBITDA margin”** represents Adjusted EBITDA as a percentage of revenue.
- **“Adjusted Earnings Per Share – Basic”** and **“Adjusted Earnings Per Share – Diluted”** are calculated by dividing Adjusted Profit (Loss) Attributable to Shareholders (defined above) by the basic and diluted weighted average number of shares outstanding, respectively.

Management uses the above non-GAAP ratios to analyze and evaluate operating performance.

Supplementary Financial Measures

A supplementary financial measure: (a) is, or is intended to be, disclosed on a periodic basis to depict the historical or expected future financial performance, financial position or cash flow of the Company; (b) is not presented in the financial statements of the Company; (c) is not a non-GAAP financial measure; and (d) is not a non-GAAP ratio.

Key supplementary financial measures presented in this MD&A are as follows:

- **“Gross profit margin”** represents gross profit as a percentage of revenue.
- **“Operating margin”** represents operating profit (loss) as a percentage of revenue.
- **“MG&A as a percent of revenue”** represents marketing, general, and administrative expense as a percentage of revenue.
- **“Debt to capitalization percentage”** represents total debt (excluding non-recourse debt and drawings on the Company's credit facilities presented as bank indebtedness) as a percentage of total capitalization. The calculation of debt to capitalization percentage and management's use of this ratio is described in Section 10.5 “Capital Management” of this MD&A.

5. RECENT DEVELOPMENTS

Acquisition of KPC

On January 6, 2026, Aecon Utilities Group Inc. (“AUGI”) completed the acquisition of K.P.C. Power Electrical Ltd. and K.P.C. Energy Metering Solutions Ltd. (collectively “KPC”), headquartered in Ontario. The acquisition was financed through AUGI's standalone committed revolving credit facility. Upon closing of the transaction, KPC's management and operational teams joined AUGI.

KPC has approximately 100 employees and the majority of its work is with local electricity distribution companies in Ontario. Founded in 2011, KPC's power electrical business provides high-voltage testing and commissioning services including substation technical services, emergency response, project management, material procurement, quality assurance, and preventative maintenance, amongst other services. Founded in 2018, KPC's energy metering solutions business provides services including meter installation and replacement, re-verification, testing, cross-phase analysis, compliance investigation and troubleshooting services for all voltage classes.

Acquisition of Trinity Industrial Services

On September 18, 2025, Aecon acquired Trinity Industrial Services ("Trinity"), headquartered in Beaumont, Texas. Founded in 2008, Trinity has approximately 60 employees and provides multidisciplinary services supporting maintenance, capital projects, turnarounds, and fabrication for core industrial clients, primarily in Texas and across the Gulf Coast Region. The majority of Trinity's revenues are recurring in nature and are conducted under multi-year master service agreements. Upon closing of the transaction, Trinity's management and operational teams joined Aecon's Industrial sector.

Acquisition of Bodell Construction

On August 7, 2025, Aecon acquired Bodell Construction Company ("Bodell"), an industrial construction company headquartered in Salt Lake City, Utah. Founded in 1972, Bodell is a non-union industrial construction company with approximately 150 employees. Bodell specializes in oil and gas, mining, water and wastewater, and power generation projects across the Western and Southern U.S. Upon closing of the transaction, Bodell's management and operational teams joined Aecon's Industrial sector.

Renewal of Normal Course Issuer Bid

On August 15, 2025, the Toronto Stock Exchange ("TSX") approved the renewal of the Company's normal course issuer bid (the "NCIB") pursuant to which the Company may purchase for cancellation up to 3,180,767 Common Shares of Aecon, representing 5% of the issued and outstanding Common Shares as of August 7, 2025. The NCIB commenced on August 19, 2025 and will end no later than August 18, 2026. See also Section 10.7 "Normal Course Issuer Bid" of this MD&A.

Update on Certain Fixed Price Legacy Projects

In the Construction segment, certain large fixed-price legacy projects entered into in 2018 or earlier by joint operations in which Aecon is a participant were negatively impacted in recent years by additional costs for which the joint operations assert that the owners are contractually responsible (see Section 10.2 "Contingencies" and Section 13 "Risk Factors" of this MD&A). As part of its ongoing review of critical accounting estimates in respect of the large fixed price legacy projects now nearing completion, Aecon recognized an operating loss of \$6.1 million in the fourth quarter of 2025 (operating loss of \$35.8 million in the same period of 2024) and an operating loss of \$94.4 million in 2025 (operating loss of \$272.8 million in 2024) from the legacy projects. These legacy projects comprised 5% and 3%, respectively, of consolidated revenue in the fourth quarter and full year of 2025, compared to 4% and 5%, respectively, of consolidated revenue in the fourth quarter and full year of 2024.

Aecon and its joint operations partners are dedicating all necessary resources to pursue fair and reasonable settlement agreements with the respective clients in each case. Of the three projects active in 2025, two were substantially completed in the fourth quarter of 2025 and the final project is expected to be substantially complete in the first half of 2026. Future downside risk remains in the event that assumptions, estimates, and/or circumstances change. Such downside risks include, among others, the level of compensation for past and future impacts, including through the dispute resolution process where appropriate, productivity not meeting

expectations, further impacts to the construction schedule, unknown commissioning risks, and further client changes.

At December 31, 2025, the remaining backlog to be worked off on the legacy projects was \$61 million compared to backlog of \$121 million at December 31, 2024. The fixed price legacy projects comprised less than 1% of backlog at December 31, 2025 compared to 2% at December 31, 2024.

6. BUSINESS STRATEGY

Aecon's overall strategic goal is to be the number one Canadian infrastructure company that safely, profitably, and sustainably delivers integrated services, products, and solutions to meet its clients' needs.

Current Position

For over a decade, Aecon has built scale in core markets, achieved diversity and balance in geographic and end-market sectors, and embedded a culture of operating excellence, enhanced risk management, and consistent performance using a "One Aecon" approach to meeting the needs of its clients. In recent years, this effort has been highlighted by the development of a growing portfolio of concession investments tied to major Canadian and international infrastructure projects, and the selection of Aecon as a partner in consortiums developing large, collaborative, and progressive design build projects. Aecon has also completed strategic acquisitions and investments in core operations, while divesting select non-core operations, to allow for an increased focus on Aecon's chosen end-markets.

Aecon's core strategy is to differentiate its service offering and execution capability to secure projects with appropriate risk-adjusted returns by increasing the sophistication and efficiency of the work being performed and improving the Company's competitive advantage through its ability to provide value to its clients. As part of this differentiation, Aecon continues to work with its clients to develop collaborative alternative procurement and contracting models with the goal to reduce cost and schedule risk during construction and accelerate the Company's growth in long-term recurring revenue programs through related operations and maintenance contracts. Revenue from recurring revenue programs (which comprises revenue earned under maintenance master services agreements and from ongoing operations) was \$926 million in 2025 as compared to \$1,018 million in 2024.

Aecon seeks to position its operations to capture opportunities associated with evolving infrastructure, energy, and security demands. The Company is strategically focused on projects that harness electrification, through nuclear, battery storage, hydro-electric, conventional power generation, power transmission, electrical substation, and power distribution, as well as projects focused on waste and water infrastructure, ports, airports, rail transit, defence, and other energy-related infrastructure.

In 2021, the Company set long-term goals to reduce emissions from its own operations (Scope 1 and Scope 2), supported by interim targets focused on improving efficiency and lowering emissions per dollar of revenue. Through equipment upgrades, changes in operating practices, and improved energy management, Aecon exceeded its initial interim target ahead of schedule. By 2025, the Company achieved a 53% cumulative reduction in Scope 1 and Scope 2 emissions per million dollars of revenue compared to 2020. In 2023, Aecon established updated, externally validated targets under the Science Based Targets initiative (SBTi) to further reduce emissions from its direct operations. These targets include a 50% absolute reduction in Scope 1 and Scope 2 emissions by 2032 from a 2022 baseline. As of December 31, 2025, the Company has already achieved a 42% absolute reduction, reflecting continued progress driven by operational efficiency, disciplined asset management, and evolving regulatory and client requirements.

In 2025, Aecon was recognized as one of *Canada's Greenest Employers* by Mediacorp Canada Inc. as a leader in creating an organizational culture of environmental awareness, was ranked as one of the *Top 50 Corporate Citizens* by Corporate Knights, and was a partner on seven projects aligned with the Envision Sustainable Infrastructure Framework.

Forward Together 2024 – 2027 Strategic Plan

In 2024, Aecon adopted its Forward Together 2024 – 2027 Strategic Plan (the “Strategic Plan”) which is reviewed by management and the Board of Directors on an ongoing basis to adapt to changes in the external environment. The markets prioritized in the Strategic Plan – “Where to Play” – are contributing to a de-risked portfolio, accelerated growth and profitability, and more predictable returns. Our win strategy – “How We Win” – identifies three Key Focus areas the Company will continue to develop to maintain a competitive advantage and secure a leading position. Anchored by Aecon’s purpose – building what matters to enable future generations to thrive – the key elements of the Strategic Plan are outlined below.

Where to Play

Aecon leverages its construction and concessions experience to pursue a wide mix of projects across various market sectors, including collaborative alternative procurement projects with both government and private clients in North America and internationally. Building on its experience in the design, build, finance, maintenance, and operations of North American and international infrastructure development, Aecon is targeting additional project opportunities and partnerships that require this specialized experience and capability. Aecon remains committed to expanding its construction activities with a focus on pursuing projects both organically and through strategic acquisitions that foster growth in key areas such as nuclear, industrial, electrical transmission and distribution, and renewable energy. Revenue tied to sustainability projects represented 72% of 2025 revenue compared to 59% in 2024. These projects include, but are not limited to, projects that reduce emissions, support electrification, support clean water use and conservation, extreme weather mitigation and adaptation, and reduce or recycle waste.

In 2025, the Company completed three strategic acquisitions with a focus on expanding core industrial and utilities capabilities and capacity. In the U.S., Aecon acquired Bodell and Trinity. Bodell is an industrial construction company that specializes in capital expenditure projects across the oil and gas, mining, water and wastewater, and power generation sectors in the Western and Southern U.S. Trinity is an industrial services company that specializes in fabrication and O&M projects for industrial clients primarily in Texas and across the Gulf Coast Region. These acquisitions enhance Aecon’s strategic position in the U.S. and target high-momentum sectors such as energy, power, mining and water in key geographic markets. Advancing continued growth across the utilities sector, Aecon Utilities acquired after year-end KPC in Ontario. KPC’s high-voltage testing, commissioning and metering solutions capabilities accelerate Aecon Utilities’ ability to harness grid modernization, electrification, and infrastructure upgrade opportunities.

While Aecon remains focused on growth within Canada, the Company continues to embrace new opportunities in the U.S. and international infrastructure development and construction markets to continue to grow and diversify the business over time, both organically and through targeted acquisitions. These opportunities are intended over the long-term to diversify Aecon’s geographic presence and provide greater growth potential and earnings stability through economic cycles and to balance the Company’s overall portfolio.

In 2025, Aecon and Aecon consortiums were awarded or selected for notable projects in the U.S. and international markets. Key examples include an Aecon partnership was selected to collaboratively complete the design, planning and construction of the first four of 12 Xe-100 small modular reactors at Energy Northwest’s Cascade Advanced Energy Facility in Washington State under a progressive design-build model upon finalizing negotiations. Additionally, Aecon completed key international projects including the Kingstown Port Modernisation in Saint Vincent and the Grenadines, and the Anguilla International Airport Redevelopment, while also progressing on civil work in Barbados and the V.C. Bird International Airport project in Antigua and Barbuda. Revenue from U.S. and international markets increased by \$386 million, or 87%, in 2025 versus 2024.

In Canada, an Aecon joint operation was awarded a collaborative contract which includes the definition phase work for the retube, feeder, and boiler replacement of four units at the Pickering Nuclear Generating Station in Ontario, and an Aecon general partnership was awarded an alliance construction contract for the execution phase of the Darlington New Nuclear Project in Ontario.

Aecon consortiums achieved financial close on the Yonge North Subway Extension Advance Tunnel project in Ontario, achieved commercial close on the Scarborough Subway Extension progressive design-build project in Ontario, and reached substantial completion on the Eglinton Crosstown light rail transit (“LRT”) and Finch West LRT projects, delivering the first two modern LRT systems in Toronto with Aecon holding interests in the respective 30-year concession and maintenance terms. Aecon partnerships also reached financial close on the Port of Montreal Expansion in-water works project in Quebec and commenced commercial operations on the Oneida Energy Storage Project, delivering Canada’s largest grid-scale battery energy storage facility.

The Company’s growth initiatives are primarily directed towards investment in areas designed to reduce at-risk work and increase activities with more attractive risk-adjusted return profiles, including recurring revenue opportunities, long-term concessions and related operations and maintenance opportunities, energy, and other projects with strong long-term demand profiles such as mass transit infrastructure, critical resource development, water infrastructure, and defence infrastructure.

How We Win

Aecon is focused on the following three Key Focus areas designed to provide operational excellence and enable consistently profitable growth across the organization and in support of “How We Win” in its priority markets:

1) Outstanding Teams

Aecon is committed to developing its employees and building on its strong foundation of people and culture. A focus on driving progressive leadership skill development, enhancing project execution capabilities, maximizing career development outcomes, and helping prepare the Company to navigate a competitive labour environment in the industry, are all key to fulfilling Aecon’s growth potential.

Equipping its leaders and workforce with the necessary knowledge, skills, and experience to thrive in the emerging world of infrastructure is key to Aecon’s future success. Developing outstanding leaders and teams capable of managing growth and diversity, fostering innovation, entering new markets, adapting and developing collaborative contract delivery models, and leveraging emerging and innovative construction practices are critical strategic levers for Aecon. In 2025, the Company enhanced some of its key learning programs, progressed its Aecon Executive Forum to foster senior leadership growth, introduced new learning experiences to augment its Project Management Academy and advanced its Indigenous Mentorship Program to provide participants with greater exposure and opportunities. Aecon continued investing in its people, with employees completing a target number of hours annually dedicated to professional development including expanded employee access to comprehensive third-party learning and development tools. Several Aecon University learning platform initiatives supporting operational objectives through 2027 progressed, including programs for new and emerging people leaders, and sustainable construction certification programs offered in collaboration with colleges and universities.

The Company is committed to being a first-choice employer, drawing top talent from within and outside of the construction industry. Demonstrating a culture of safety and fostering social impact and engagement in our communities are competitive differentiators in the construction industry, and Aecon’s approach on these factors places the Company at the forefront of attracting and retaining the best talent to support its strategic goals.

2) Execution Excellence

Aecon embraces project complexity and is focused on the safe, on-time, on-budget delivery of its projects. To support operational teams with industry-proven best practices that aim to increase efficiency and effectiveness on construction projects, eliminate wasteful activities, and ultimately add value for all stakeholders, Aecon invested further in its Building Smarter program designed to embed a culture of continuous improvement across the Company.

Building Smarter has become a continuous improvement centre of excellence with a team of experienced professionals supporting projects through Lean Construction methods and a suite of methods such as the Last Planner System®, mobile-accessible platforms, training, and resources tailored to Aecon's operations. This approach seeks to strengthen the Company's ability to improve cost and schedule certainty to maximize value for clients, which Aecon believes can provide a competitive advantage with respect to bidding and executing certain construction projects. Through key initiatives such as Waste Walks and the use of enhanced scheduling tools, Aecon teams have demonstrated success in completing key project milestones on or ahead of schedule and realizing identified savings while working to mitigate non-value-adding activities. Aecon believes that efficiencies are also derived from the depth and breadth of its capabilities, allowing it to participate in projects beyond the scope of any one discipline or business unit.

3) Risk versus Opportunity Balance

A key pillar of Aecon's approach to risk management is to seek to maintain balance in terms of sectors, clients, contract models, project scale and geographies, with the goal of reducing the risk of being over-exposed in any one of these areas. This approach is complemented by a focus on identifying, mitigating, and managing the risks inherent in every project the Company undertakes. Aecon continues to develop strategies and implement tools to manage the risk associated with complex construction work, each of which are assessed and refined on an ongoing basis as needed. The Company developed and implemented a project risk gating assessment tool in 2022 to enhance its approach to disciplined project selection with a view to ensuring project pursuits are aligned with the Company's strengths and designed to achieve the balance outlined above. Since implementation, the Company refined the tool further and developed guidelines on key terms and conditions in collaborative contract models while increasing its focus on monitoring and mitigating project risk – including the development of additional resources to diagnose and address variances on projects early in execution.

Aecon consortiums continued to advance ongoing projects being delivered under collaborative models including the U.S. Virgin Islands Port Authority Airports P3 Project currently under development, the Winnipeg North End Sewage Treatment Plant Biosolids Facilities Upgrade project in Manitoba, the GO Expansion Civil Works project in Ontario, and the Howard A. Hanson Dam Additional Water Storage Fish Passage Facility project in Washington State.

Revenue from non-fixed price work increased to 68% of total revenue in 2025 from 61% of total revenue in 2024, and reported backlog at December 31, 2025 was comprised of 73% non-fixed price work versus 58% at the end of 2024.

Strategic Plan Economic Goals

The Strategic Plan is underpinned by a culture of safety, innovation, sustainability, operational excellence, continuous improvement, and risk management towards improving operating margins, prudent and balanced growth, and discipline in the allocation of capital, all ultimately designed to deliver increased value for shareholders:

- Profit: Seek to achieve best-in-class risk-adjusted operating margin in the Construction segment relative to Canadian and international peers;
- Growth Capacity and Risk Management: Target prudent balance sheet leverage and liquidity and a balanced and diversified revenue risk profile;
- Success Sharing: Foster an ownership culture across the Company and a rewarding profit-sharing structure; and
- Shareholder Return: Focus on capital allocation to drive improvements in return on capital employed, growth, efficiency, and more predictable cash flow and earnings.

Particular Focus for 2026 – the Company is focused on a number of programs and key initiatives to advance its overall strategy in 2026, including:

1. advancing key Environment, Health and Safety (“EHS”) performance through the continued improvement of three core areas including Control of Critical Risks; Strengthening Systems and Processes; and Fostering an Engagement Culture, as well as a focus on standardized EHS program elements enabling improved consistency and adoption in new projects and businesses through Aecon project execution;
2. building on established learning experiences and programs that foster Aecon’s operating culture through a period of significant growth, including in the U.S. and internationally, such as hosting leadership summits, developing an operational readiness task force, and extending Aecon’s Project Management Academy curriculum;
3. investing in processes to support anticipated growth in new geographies and markets from an operational, safety, and compliance perspective, including enhancements to the Company’s compliance program, expanding security requirements and artificial intelligence tools to meet Aecon’s growth, and upgrading integrated systems focusing on construction, equipment, time management and accounting;
4. completing and satisfactorily resolving claims on the remaining three legacy projects with the respective clients (see Section 10.2 “Contingencies” and Section 13 “Risk Factors” of this MD&A);
5. progressing through the collaborative phases of major projects procured under delivery models designed to mitigate and manage execution risks and advancing these projects to the respective construction, operations, and maintenance phases;
6. implementing initiatives that support Aecon’s long-term objectives by advancing the use of higher efficiency construction equipment and lower-carbon construction materials, while embedding these considerations into Aecon’s strategic approach to meeting client and market expectations;
7. ongoing optimization of Aecon’s portfolio of businesses, which may include the pursuit of strategic acquisitions and investments in core operations or the divestment of lower priority assets to allow for an increased focus on Aecon’s chosen end-markets and geographies, primarily in the U.S. and Canada; and
8. building on Aecon’s experience in infrastructure development, P3 and long-term concession projects to pursue innovative development and concession opportunities across sectors where Aecon has established or expanding capabilities in development, construction, and operations and maintenance, including markets focused on evolving energy systems.

7. CONSOLIDATED FINANCIAL HIGHLIGHTS

\$ millions (except per share amounts)	Three months ended		Year ended	
	December 31		December 31	
	2025	2024	2025	2024
Revenue	\$ 1,541.2	\$ 1,267.0	\$ 5,434.7	\$ 4,242.7
Gross profit	144.1	107.2	394.1	182.5
Marketing, general, and administrative expense	(63.0)	(57.1)	(234.0)	(213.2)
Income from projects accounted for using the equity method	2.0	1.6	7.8	21.2
Other income	11.1	4.1	25.4	37.3
Depreciation and amortization	(30.1)	(26.2)	(106.2)	(87.8)
Operating profit (loss)	64.2	29.6	87.1	(60.1)
Finance income	3.9	1.9	8.9	8.6
Finance cost	(32.8)	(8.3)	(71.2)	(25.1)
Profit (loss) before income taxes	35.3	23.1	24.8	(76.5)
Income tax (expense) recovery	(14.2)	(9.0)	(9.3)	17.1
Profit (loss)	21.1	14.1	15.5	(59.4)
Non-controlling interests	(0.4)	(0.1)	(0.4)	(0.1)
Profit (loss) attributable to shareholders	\$ 20.7	\$ 14.0	\$ 15.2	\$ (59.5)
Gross profit margin⁽³⁾	9.3%	8.5%	7.3%	4.3%
MG&A as a percent of revenue⁽³⁾	4.1%	4.5%	4.3%	5.0%
Adjusted EBITDA⁽¹⁾	\$ 97.3	\$ 76.3	\$ 234.6	\$ 82.6
Adjusted EBITDA margin⁽²⁾	6.3%	6.0%	4.3%	1.9%
Operating margin⁽³⁾	4.2%	2.3%	1.6%	(1.4)%
Adjusted profit (loss) attributable to shareholders⁽¹⁾	\$ 34.6	\$ 15.2	\$ 26.6	\$ (66.8)
Earnings (loss) per share – basic	\$ 0.33	\$ 0.22	\$ 0.24	\$ (0.95)
Earnings (loss) per share – diluted	\$ 0.31	\$ 0.21	\$ 0.23	\$ (0.95)
Adjusted earnings (loss) per share – basic⁽²⁾	\$ 0.54	\$ 0.24	\$ 0.42	\$ (1.07)
Adjusted earnings (loss) per share – diluted⁽²⁾	\$ 0.52	\$ 0.23	\$ 0.40	\$ (1.07)
Backlog (at end of period)			\$ 10,714	\$ 6,662

(1) This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP financial measure.

(2) This is a non-GAAP ratio. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP ratio.

(3) This is a supplementary financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each supplementary financial measure.

Revenue for the year ended December 31, 2025 of \$5,435 million was \$1,192 million, or 28%, higher compared to 2024. Revenue was higher in the Construction segment (\$1,200 million) with increases in nuclear (\$559 million), industrial (\$337 million), urban transportation solutions (\$128 million), civil (\$111 million), and utilities operations (\$65 million). Higher revenue in the Construction segment was primarily driven by an increase in the volume of refurbishment, new build, and engineering services work at nuclear generating stations in Ontario and the U.S., and by a higher volume of field construction work at industrial facilities in western Canada. In the Concessions segment, revenue was \$4 million lower in 2025 compared to the prior year primarily from a decrease in revenue from maintenance operations related to LRT projects. Revenue was also lower in Corporate and Other after inter-segment revenue eliminations by \$4 million.

Operating profit of \$87.1 million for the year ended December 31, 2025 compares to operating loss of \$60.1 million for the year ended December 31, 2024, an improvement of \$147.2 million.

The higher year-over-year operating profit in 2025 was driven by an increase in gross profit of \$211.6 million. In the Construction segment, gross profit increased by \$220.9 million primarily reflecting a decrease in losses related to the fixed price legacy projects of \$178.4 million (i.e. negative gross profit in 2025 of \$94.4 million compared to negative gross profit in 2024 of \$272.8 million). These fixed price legacy projects are discussed in Section 5 “Recent Developments”, Section 10.2 “Contingencies”, and Section 13 “Risk Factors” in this MD&A. In addition to the impacts from the fixed price legacy projects, gross profit in the balance of the Construction segment was higher by \$42.6 million. This increase in gross profit was primarily driven by higher volume in nuclear, industrial, and utilities operations, partially offset by lower gross profit margin in urban transportation solutions from mass transit projects nearing completion or transitioning from development phase work to early construction works in the implementation phase, and from lower gross profit margin in civil western operations. In the Concessions segment, gross profit in 2025 decreased by \$0.7 million compared to 2024 primarily from lower O&M fees, and in Corporate and Other where gross profit decreased by \$8.7 million as a result of lower inter-segment cost recoveries from projects.

MG&A in 2025 increased by \$20.8 million compared to 2024. The increase in MG&A was primarily due to MG&A from recently acquired businesses, and higher personnel costs supporting revenue growth in the current year, largely in the nuclear and civil operations. These amounts were partially offset by lower business acquisition related costs of \$8.2 million, largely related to changes in the fair value of contingent consideration and lower advisory, legal, and other transaction fees. MG&A as a percentage of revenue decreased from 5.0% in 2024 to 4.3% in 2025.

Aecon’s participation in projects that are classified for accounting purposes as a joint venture or an associate, as opposed to a joint operation, are accounted for using the equity method of accounting. Aecon reported income of \$7.8 million in 2025 from projects accounted for using this method of accounting, compared to \$21.2 million in 2024. In the Concessions segment, lower income in 2025 (\$12.8 million) was driven by a decrease in operating results from Bermuda Skyport Corporation Limited (“Skyport”) largely from one-time recoveries of \$5.9 million reported in 2024, from a decrease in management and development fees related to various concession projects nearing or achieving substantial completion of construction activities in 2025, and the impact of an O&M contract that ended in the first half of 2025. In the Construction segment, income was lower by \$0.6 million. For details on Aecon’s interest in these joint ventures, see Note 11 “Projects Accounted for Using the Equity Method” in the Company’s audited consolidated financial statements for the year ended December 31, 2025.

Depreciation and amortization expense of \$106.2 million in 2025 was \$18.4 million higher than in 2024. Depreciation and amortization expense increased year-over-year in the Construction segment (\$18.3 million), driven by higher depreciation and amortization expense from equipment and intangible assets associated with recent business acquisitions completed in 2024 and 2025, partially offset by lower depreciation and amortization expense in the balance of the Construction segment. In addition, depreciation and amortization expense was unchanged in the Concessions segment and was higher (\$0.1 million) in Corporate and Other.

Net financing expense of \$62.3 million in 2025, consisting of finance cost of \$71.2 million less finance income of \$8.9 million, was \$45.8 million higher than in 2024. The year-over-year increase in net financing expense is primarily related to changes in the fair value of the Preferred Shares of Aecon Utilities of \$27.4 million, as well as higher borrowings on Aecon’s revolving credit facilities, and higher accrued dividends on the Preferred Shares of Aecon Utilities.

Set out in Note 20 “Income Taxes” of the Company’s audited consolidated financial statements for the year ended December 31, 2025 is a reconciliation between the expected income tax expense (recovery) for 2025 and

2024 based on statutory income tax rates and the actual income tax expense (recovery) reported for both these periods. In 2025, the effective income tax rate differed from the Canadian statutory income tax rate of 26.0% mainly due to the impact of non-deductible expenses and fair value gains/losses, as well as the geographic mix of earnings, largely related to international projects. While in 2024, the effective income tax rate differed from the Canadian statutory income tax rate of 26.4% mainly due to the geographic mix of earnings, largely related to international projects and in particular the Skypoint project, as well as the impact of non-deductible expenses and other permanent items.

Reported backlog at December 31, 2025 of \$10,714 million compares to backlog of \$6,662 million at December 31, 2024. New contract awards of \$9,487 million were booked in 2025 compared to \$4,747 million in 2024. The reported 2025 awards include \$42 million of backlog acquired at the time the acquisitions of Bodell and Trinity closed.

Backlog \$ millions	At December 31	
	2025	2024
Construction	\$ 10,694	\$ 6,551
Concessions	20	111
Consolidated	<u>\$ 10,714</u>	<u>\$ 6,662</u>

Estimated backlog duration \$ millions	At December 31			
	2025		2024	
Next 12 months	\$ 3,631	34%	\$ 3,004	45%
Next 13-24 months	2,097	20%	1,284	19%
Beyond	4,986	46%	2,374	36%
	<u>\$ 10,714</u>	<u>100%</u>	<u>\$ 6,662</u>	<u>100%</u>

The timing of work to be performed for projects in backlog at December 31, 2025 is based on current project schedules, taking into account the current estimated impacts from the supply chain and the availability of labour. It is possible that these estimates could change in the future based on changes in these or other factors impacting the schedule of these projects.

Aecon does not report as backlog, contracts and arrangements in hand where the exact amount of work to be performed cannot be reliably quantified or where a minimum number of units at the contract specified price per unit is not guaranteed. Examples include time and material and some cost-plus and unit priced contracts where the extent of services to be provided is undefined or where the number of units cannot be estimated with reasonable certainty. Other examples include the value of construction work managed under construction management advisory contracts, concession agreements, multi-year operating and maintenance service contracts where the value of the work is not specified, supplier of choice arrangements and alliance agreements where the client requests services on an as-needed basis. None of the expected revenue from these types of contracts and arrangements is included in backlog. Therefore, Aecon's anticipated future work to be performed at any given time is greater than what is reported as backlog.

Further detail for each segment is included in the discussion below under Section 8 “Reportable Segments Financial Highlights”.

8. REPORTABLE SEGMENTS FINANCIAL HIGHLIGHTS

8.1. CONSTRUCTION

Financial Highlights

\$ millions	Three months ended		Year ended	
	December 31		December 31	
	2025	2024	2025	2024
Revenue	\$ 1,537.3	\$ 1,252.5	\$ 5,420.7	\$ 4,220.5
Gross profit	\$ 142.3	\$ 96.1	\$ 394.5	\$ 173.6
Adjusted EBITDA⁽¹⁾	\$ 93.4	\$ 65.0	\$ 220.4	\$ 34.2
Operating profit (loss)	\$ 72.1	\$ 33.0	\$ 127.4	\$ (55.0)
Gross profit margin⁽³⁾	9.3%	7.7%	7.3%	4.1%
Adjusted EBITDA margin⁽²⁾	6.1%	5.2%	4.1%	0.8%
Operating margin⁽³⁾	4.7%	2.6%	2.3%	(1.3)%
Backlog (at end of period)			\$ 10,694	\$ 6,551

(1) This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP financial measure.

(2) This is a non-GAAP ratio. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP ratio.

(3) This is a supplementary financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each supplementary financial measure.

For the year ended December 31, 2025, revenue in the Construction segment of \$5,421 million was \$1,200 million, or 28%, higher than in 2024. Revenue was higher in all sectors with the largest increase occurring in nuclear operations (\$559 million), driven by an increase in the volume of refurbishment, new build, and engineering services work at nuclear generating stations located in Ontario and the U.S. Higher revenue in industrial (\$337 million) was driven by an increase in field construction work at industrial mining facilities in western Canada, incremental revenue in the U.S. from the Bodell and Trinity acquisitions completed in the third quarter of 2025, and a favourable impact on the revenue comparison from the Coastal GasLink (“CGL”) Pipeline Project settlement agreement in 2024. Revenue was also higher in urban transportation solutions (\$128 million), primarily from an increase in subway and commuter rail system projects. In civil operations, higher revenue (\$111 million) was mainly due to an increase in the civil infrastructure component of power and rail projects, and from major project work performed internationally, partially offset by a lower volume of highway, road, and bridge building activity. In utilities operations, higher revenue (\$65 million) was due to a higher volume of gas distribution work in Canada and electrical work in the U.S., partially offset by a lower volume of battery energy storage systems and telecommunications work.

Operating profit in the Construction segment of \$127.4 million in 2025 compares to an operating loss of \$55.0 million in 2024, for an improvement in operating profit of \$182.4 million. The largest driver of this increase was lower losses from the fixed price legacy projects in 2025 which contributed a net favourable year-over-year impact on operating profit of \$178.4 million (i.e. negative gross profit of \$94.4 million in 2025 compared to negative gross profit of \$272.8 million in 2024). The fixed price legacy projects are discussed in Section 5 “Recent Developments”, Section 10.2 “Contingencies”, and Section 13 “Risk Factors” of this MD&A. In the balance of the

Construction segment, operating profit increased by \$4.0 million in 2025. This operating profit increase resulted primarily from a volume driven increase in gross profit in nuclear, industrial, and utilities operations, as well as from a decrease in costs related to business acquisitions of \$20.3 million. Costs related to business acquisitions includes a decrease in costs related to advisory, legal, and other transaction fees (\$0.8 million); changes in the fair value of contingent consideration (\$12.4 million); and decreases in contingent consideration classified as compensation expense (\$7.1 million). These increases were partially offset by lower operating profit in civil due to lower gross profit margin in western operations, and in urban transportation solutions due to lower gross profit from mass transit projects nearing completion and the impact on gross profit margin of progressive design-build transit scopes transitioning from development phase work to early construction works. Other items impacting operating profit in 2025 include a decrease in gains on the sale of equipment (\$9.4 million, largely in the industrial operations), and higher amortization expense related to acquisition-related intangible assets (\$13.1 million).

Construction segment backlog at December 31, 2025 was \$10,694 million, an increase of \$4,143 million compared to the same time last year. Backlog increased year-over-year in urban transportation solutions (\$2,716 million), civil (\$804 million), nuclear (\$528 million), utilities (\$90 million), and industrial operations (\$5 million). New contract awards in 2025 totaled \$9,472 million compared to \$4,732 million in 2024. The reported awards in 2025 include \$42 million of backlog acquired at the closing of the Bodell and Trinity acquisitions. In 2025, Aecon-led consortiums reached commercial close on a progressive design-build project for the Scarborough Subway Extension and reached financial close on the Yonge North Subway Extension Advance Tunnel project, both in Ontario; a joint operation in which Aecon is a participant was awarded a contract for the definition phase of refurbishment work on four units at the Pickering Nuclear Generating Station in Ontario, and an Aecon-led partnership was awarded an alliance construction contract for the execution phase of the Darlington New Nuclear Project in Clarington, Ontario.

As discussed in Section 7 “Consolidated Financial Highlights”, the Construction segment’s anticipated future work to be performed at any given time is greater than what is reported as backlog.

8.2. CONCESSIONS

Financial Highlights

\$ millions	Three months ended		Year ended	
	December 31		December 31	
	2025	2024	2025	2024
Revenue	\$ 1.8	\$ 4.2	\$ 7.6	\$ 12.0
Gross profit (loss)	\$ (0.2)	\$ 0.6	\$ (2.2)	\$ (1.5)
Income from projects accounted for using the equity method	\$ 1.9	\$ 0.8	\$ 7.9	\$ 20.8
Adjusted EBITDA ⁽¹⁾	\$ 13.1	\$ 17.4	\$ 56.8	\$ 86.9
Operating profit	\$ 1.0	\$ 1.6	\$ 3.2	\$ 24.2
Backlog (at end of period)			\$ 20	\$ 111

(1) This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP financial measure.

Aecon holds a 50.1% interest in Skyport, the concessionaire responsible for the Bermuda airport’s operations, maintenance, and commercial functions, and the entity that will manage and coordinate the overall delivery of the Bermuda International Airport Redevelopment Project over a 30-year concession term that commenced in 2017. Aecon’s concession participation in the Eglinton Crosstown LRT, Finch West LRT, Gordie Howe International Bridge, Waterloo LRT, and the GO Expansion On-Corridor Works projects are joint ventures that are also accounted for using the equity method.

For the year ended December 31, 2025, revenue in the Concessions segment of \$8 million was \$4 million lower than in 2024. The decrease was primarily due to lower revenue from maintenance.

Operating profit in the Concessions segment of \$3.2 million for the year ended December 31, 2025 decreased by \$21.0 million compared to an operating profit of \$24.2 million in 2024. The decrease in operating profit was primarily driven by lower operating results from Skyport due to a gain on sale of \$5.9 million related to incremental proceeds from the partial sale of Skyport and one-time recoveries in Skyport of \$5.9 million, both reported in 2024. In the balance of the segment, the decrease in operating profit resulted from lower income from O&M activities, including the impact of an O&M contract that ended in the first half of 2025, and a decrease in management and development fees related to various concession projects nearing or achieving substantial completion of construction activities in 2025.

9. QUARTERLY FINANCIAL DATA

Set out below is quarterly financial data for the most recent eight quarters:

\$ millions (except per share amounts)

	2025				2024			
	Quarter 4	Quarter 3	Quarter 2	Quarter 1	Quarter 4	Quarter 3	Quarter 2	Quarter 1
Revenue	\$ 1,541.2	\$ 1,530.2	\$ 1,301.6	\$ 1,061.7	\$ 1,267.0	\$ 1,275.3	\$ 853.8	\$ 846.6
Adjusted EBITDA ⁽¹⁾	97.3	92.7	41.1	3.6	76.3	126.9	(153.5)	32.9
Earnings (loss) before income taxes	35.3	49.7	(11.0)	(49.2)	23.1	77.8	(170.8)	(6.7)
Profit (loss) attributable to shareholders	20.7	40.0	(7.6)	(37.9)	14.0	56.5	(123.9)	(6.1)
Adjusted profit (loss) attributable to shareholders ⁽¹⁾	34.6	33.1	(6.6)	(34.6)	15.2	55.6	(127.4)	(10.2)
Earnings (loss) per share:								
Basic	\$ 0.33	\$ 0.63	\$ (0.12)	\$ (0.60)	\$ 0.22	\$ 0.90	\$ (1.99)	\$ (0.10)
Diluted	0.31	0.60	(0.12)	(0.60)	0.21	0.85	(1.99)	(0.10)
Adjusted earnings (loss) per share:								
Basic ⁽²⁾	\$ 0.54	\$ 0.52	\$ (0.10)	\$ (0.55)	\$ 0.24	\$ 0.89	\$ (2.04)	\$ (0.16)
Diluted ⁽²⁾	0.52	0.49	(0.10)	(0.55)	0.23	0.83	(2.04)	(0.16)

(1) This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP financial measure.

(2) This is a non-GAAP ratio. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP ratio.

Earnings (loss) per share and adjusted earnings (loss) per share for each quarter were computed using the weighted average number of shares issued and outstanding during the respective quarter. Any dilutive securities, which increase the earnings per share or decrease the loss per share, are excluded for purposes of calculating diluted earnings per share. Due to the impacts of dilutive securities, such as share issuances and repurchases throughout the periods, the sum of the quarterly earnings (losses) per share will not necessarily equal the total for the year.

Set out below is the calculation of Adjusted EBITDA for the most recent eight quarters:

\$ millions

	2025				2024			
	Quarter 4	Quarter 3	Quarter 2	Quarter 1	Quarter 4	Quarter 3	Quarter 2	Quarter 1
Operating profit (loss)	\$ 64.2	\$ 61.4	\$ 2.3	\$ (40.7)	\$ 29.6	\$ 80.9	\$ (166.3)	\$ (4.2)
Depreciation and amortization	30.1	24.4	25.8	26.0	26.2	23.0	19.8	18.8
(Gain) on sale of assets	(1.2)	(1.7)	(4.6)	(1.1)	(1.7)	(2.8)	(28.4)	(1.1)
Costs (gains) related to business acquisitions ⁽²⁾	(9.4)	(6.2)	2.3	2.7	4.3	5.6	-	-
(Income) loss from projects accounted for using the equity method	(2.0)	(2.1)	(4.0)	0.4	(1.6)	(5.8)	(11.6)	(2.3)
Equity Project EBITDA ⁽¹⁾	15.6	17.0	19.3	16.4	19.6	25.9	32.9	21.6
Adjusted EBITDA ⁽¹⁾	\$ 97.3	\$ 92.7	\$ 41.1	\$ 3.6	\$ 76.3	\$ 126.9	\$ (153.5)	\$ 32.9

(1) This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP financial measure.

(2) Costs (gains) related to business acquisitions includes costs related to advisory, legal, and other transaction fees; changes in the fair value of contingent consideration; and contingent consideration classified as compensation per IFRS Accounting Standards.

Set out below is the calculation of Equity Project EBITDA for the most recent eight quarters:

\$ millions

Aecon's proportionate share of projects accounted for using the equity method ⁽¹⁾	2025				2024			
	Quarter 4	Quarter 3	Quarter 2	Quarter 1	Quarter 4	Quarter 3	Quarter 2	Quarter 1
Operating profit	\$ 11.4	\$ 13.1	\$ 15.4	\$ 12.3	\$ 15.6	\$ 22.1	\$ 29.0	\$ 17.8
Depreciation and amortization	4.2	3.9	3.9	4.1	4.0	3.8	3.9	3.8
Equity Project EBITDA⁽²⁾	15.6	17.0	19.3	16.4	19.6	25.9	32.9	21.6

(1) Refer to Note 11 "Projects Accounted for Using the Equity Method" in the Company's audited consolidated financial statements for the year ended December 31, 2025.

(2) This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP and Supplementary Financial Measures" in this MD&A for more information on each non-GAAP financial measure.

Set out below is the calculation of Adjusted EBITDA by segment for the three months and years ended December 31, 2025 and 2024:

\$ millions

	Three months ended December 31, 2025				Year ended December 31, 2025			
	Construction	Concessions	Other costs and eliminations	Consolidated	Construction	Concessions	Other costs and eliminations	Consolidated
Operating profit (loss)	\$ 72.1	\$ 1.0	\$ (8.9)	\$ 64.2	\$ 127.4	\$ 3.2	\$ (43.5)	\$ 87.1
Depreciation and amortization	30.3	0.1	(0.3)	30.1	105.1	0.2	0.8	106.2
(Gain) on sale of assets	(1.2)	-	-	(1.2)	(8.6)	-	-	(8.6)
Costs (gains) related to business acquisitions ⁽²⁾	(9.4)	-	-	(9.4)	(10.7)	-	-	(10.7)
(Income) loss from projects accounted for using the equity method	(0.1)	(1.9)	-	(2.0)	0.1	(7.9)	-	(7.8)
Equity Project EBITDA ⁽¹⁾	1.6	14.0	-	15.6	7.0	61.3	-	68.3
Adjusted EBITDA⁽¹⁾	\$ 93.4	\$ 13.1	\$ (9.2)	\$ 97.3	\$ 220.4	\$ 56.8	\$ (42.7)	\$ 234.6

\$ millions

	Three months ended December 31, 2024				Year ended December 31, 2024			
	Construction	Concessions	Other costs and eliminations	Consolidated	Construction	Concessions	Other costs and eliminations	Consolidated
Operating profit (loss)	\$ 33.0	\$ 1.6	\$ (5.1)	\$ 29.6	\$ (55.0)	\$ 24.2	\$ (29.2)	\$ (60.1)
Depreciation and amortization	26.1	0.1	0.1	26.2	86.9	\$ 0.3	\$ 0.7	87.8
(Gain) on sale of assets	(0.6)	-	(1.1)	(1.7)	(17.9)	\$ (5.9)	\$ (10.1)	(33.9)
Costs related to business acquisitions ⁽²⁾	4.3	-	-	4.3	9.7	\$ 0.1	\$ 0.1	9.9
(Income) from projects accounted for using the equity method	(0.8)	(0.8)	-	(1.6)	(0.4)	\$ (20.8)	\$ -	(21.2)
Equity Project EBITDA ⁽¹⁾	3.1	16.5	-	19.6	11.1	\$ 88.9	\$ -	100.0
Adjusted EBITDA⁽¹⁾	\$ 65.1	17.4	(6.1)	\$ 76.3	\$ 34.2	\$ 86.9	\$ (38.5)	\$ 82.6

(1) This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP and Supplementary Financial Measures" in this MD&A for more information on each non-GAAP financial measure.

(2) Costs (gains) related to business acquisitions includes costs related to advisory, legal, and other transaction fees; changes in the fair value of contingent consideration; and contingent consideration classified as compensation per IFRS Accounting Standards.

Set out below is the calculation of Equity Project EBITDA by segment for the three months and years ended December 31, 2025 and 2024:

\$ millions

Aecon's proportionate share of projects accounted for using the equity method ⁽¹⁾	Three months ended December 31, 2025				Year ended December 31, 2025			
	Construction	Concessions	Other costs and eliminations	Consolidated	Construction	Concessions	Other costs and eliminations	Consolidated
Operating profit	\$ 1.6	\$ 9.8	\$ -	\$ 11.4	\$ 7.0	\$ 45.1	\$ -	\$ 52.1
Depreciation and amortization	-	4.2	-	4.2	-	16.2	-	16.2
Equity Project EBITDA⁽²⁾	\$ 1.6	\$ 14.0	\$ -	\$ 15.6	\$ 7.0	\$ 61.3	\$ -	\$ 68.3

\$ millions

Aecon's proportionate share of projects accounted for using the equity method ⁽¹⁾	Three months ended December 31, 2024				Year ended December 31, 2024			
	Construction	Concessions	Other costs and eliminations	Consolidated	Construction	Concessions	Other costs and eliminations	Consolidated
Operating profit	\$ 3.1	\$ 12.5	\$ -	\$ 15.6	\$ 11.1	\$ 73.5	\$ -	\$ 84.6
Depreciation and amortization	-	4.0	-	4.0	-	15.4	-	15.4
Equity Project EBITDA⁽²⁾	\$ 3.1	\$ 16.5	\$ -	\$ 19.6	\$ 11.1	\$ 88.9	\$ -	\$ 100.0

(1) Refer to Note 11 "Projects Accounted for Using the Equity Method" in the Company's audited consolidated financial statements for the year ended December 31, 2025.

(2) This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP and Supplementary Financial Measures" in this MD&A for more information on each non-GAAP financial measure.

Set out below is the calculation of Adjusted Profit (Loss) Attributable to Shareholders and Adjusted Earnings (Loss) Per Share for the most recent eight quarters:

\$ millions

	2025				2024			
	Quarter 4	Quarter 3	Quarter 2	Quarter 1	Quarter 4	Quarter 3	Quarter 2	Quarter 1
Profit (loss) attributable to shareholders	\$ 20.7	\$ 40.0	\$ (7.6)	\$ (37.9)	\$ 14.0	\$ 56.5	\$ (123.9)	\$ (6.1)
Unrealized (gain) loss on derivative financial instruments	18.8	(4.5)	(4.2)	(2.4)	(4.3)	(7.3)	(3.7)	(4.3)
Amortization of acquisition related intangible assets	5.3	4.8	4.8	5.1	3.1	3.0	0.3	0.3
Costs (gains) related to business acquisitions ⁽³⁾	(9.4)	(6.2)	2.3	2.7	4.3	5.6	-	-
Income tax effect of the above items	(0.8)	(1.0)	(1.8)	(2.0)	(1.9)	(2.3)	(0.1)	(0.1)
Adjusted profit (loss) attributable to shareholders⁽¹⁾	\$ 34.6	\$ 33.1	\$ (6.6)	\$ (34.6)	\$ 15.2	\$ 55.6	\$ (127.4)	\$ (10.2)
Adjusted earnings (loss) per share - basic⁽²⁾	\$ 0.54	\$ 0.52	\$ (0.10)	\$ (0.55)	\$ 0.24	\$ 0.89	\$ (2.04)	\$ (0.16)
Adjusted earnings (loss) per share - diluted⁽²⁾	0.52	0.49	(0.10)	(0.55)	0.23	0.83	(2.04)	(0.16)

(1) This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP and Supplementary Financial Measures" in this MD&A for more information on each non-GAAP financial measure.

(2) This is a non-GAAP ratio. Refer to Section 4 "Non-GAAP and Supplementary Financial Measures" in this MD&A for more information on each non-GAAP ratio.

- (3) Costs (gains) related to business acquisitions includes costs related to advisory, legal and other transaction fees; changes in the fair value of contingent consideration; and contingent consideration classified as compensation per IFRS Accounting Standards.

Set out below is the calculation of Adjusted Profit (Loss) Attributable to Shareholders and Adjusted Earnings (Loss) Per Share for the three months and year ended December 31, 2025 and 2024:

\$ millions

	Three months ended		Year ended	
	December 31		December 31	
	2025	2024	2025	2024
Profit (loss) attributable to shareholders	\$ 20.7	\$ 14.0	\$ 15.2	\$ (59.5)
Unrealized (gain) loss on derivative financial instruments	18.8	(4.3)	7.8	(19.6)
Amortization of acquisition related intangible assets	5.3	3.1	19.9	6.8
Costs (gains) related to business acquisitions ⁽³⁾	(9.4)	4.3	(10.7)	9.9
Income tax effect of the above items	(0.8)	(1.9)	(5.6)	(4.4)
Adjusted profit (loss) attributable to shareholders⁽¹⁾	\$ 34.6	\$ 15.2	\$ 26.6	\$ (66.8)
Adjusted earnings (loss) per share - basic⁽²⁾	\$ 0.54	\$ 0.24	\$ 0.42	\$ (1.07)
Adjusted earnings (loss) per share - diluted⁽²⁾	0.52	0.23	0.40	(1.07)

(1) This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP financial measure.

(2) This is a non-GAAP ratio. Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in this MD&A for more information on each non-GAAP ratio.

(3) Costs (gains) related to business acquisitions includes costs related to advisory, legal and other transaction fees; changes in the fair value of contingent consideration; and contingent consideration classified as compensation per IFRS Accounting Standards.

Quarterly Financial Highlights

\$ millions	Three months ended			
	December 31			
	Revenue		Operating profit	
	2025	2024	2025	2024
Construction	\$ 1,537.3	\$ 1,252.5	\$ 72.1	\$ 33.0
Concessions	1.8	4.2	1.0	1.6
Other and eliminations	2.1	10.3	(8.9)	(5.1)
Consolidated	\$ 1,541.2	\$ 1,267.0	\$ 64.2	\$ 29.6

The analysis of operating results for each of the first three quarters of 2025 is included in Management’s Discussion and Analysis included in the Interim Reports to Shareholders for each respective quarter. The construction industry in Canada is seasonal in nature for companies like Aecon that perform a significant portion of their work outdoors. As a result, a larger portion of this work is performed in the summer and fall months than in the winter and early spring months.

For the three months ended December 31, 2025, revenue in the Construction segment of \$1,537 million was \$285 million, or 23%, higher compared to the fourth quarter of 2024. The revenue increase was driven by higher activity across all sectors. In nuclear operations, revenue increased (\$142 million) due to a higher volume of refurbishment, new builds, and engineering services work at nuclear generating stations located in Ontario and

the U.S. Revenue in urban transportation solutions increased (\$78 million) primarily from an increase in subway and commuter rail systems work. In utilities operations, revenue increased (\$34 million) from a higher volume of gas distribution and electrical distribution and transmission work, partially offset by lower battery energy storage systems work. Civil operations reported higher revenue (\$23 million) primarily from an increase in the civil infrastructure component of power and rail projects, partially offset by a lower volume of highway, road, and bridge building activity. The increase in industrial operations (\$8 million) was driven by higher revenue in the U.S. following the Bodell and Trinity acquisitions in the third quarter of 2025, and an increase in the volume of field construction work at industrial mining and power facilities, partially offset by lower activity at wastewater treatment facilities in western Canada.

Operating profit in the Construction segment was \$72.1 million in the fourth quarter of 2025, an increase of \$39.1 million compared to operating profit of \$33.0 million in the same period of 2024. This increase was driven by an improvement in gross profit of \$46.2 million, including a decrease in losses of \$29.7 million related to the fixed price legacy projects which reported negative gross profit of \$6.1 million in the fourth quarter of 2025 compared to negative gross profit of \$35.8 million in the fourth quarter of 2024 (see Section 10.2 “Contingencies” and Section 13 “Risk Factors” of this MD&A). Gross profit in the balance of the Construction segment increased by \$16.5 million, primarily from higher volume and gross profit margin in nuclear operations, an improvement in gross profit margin in civil operations, and from a volume-driven increase in utilities, partially offset by lower gross profit margin in urban transportation solutions and industrial operations.

Revenue in the Concessions segment was \$2 million in the fourth quarter of 2025, a decrease of \$2 million compared to the same period in 2024, primarily due to a decrease in O&M revenue.

Operating profit in the Concessions segment of \$1.0 million in the fourth quarter of 2025 was \$0.7 million lower than the same period in 2024. The decrease was largely due to lower management and development fees from LRT concession projects that achieved substantial completion of construction activities in the fourth quarter 2025, partially offset by improved operating results at Skyport.

MG&A increased by \$5.9 million in the fourth quarter of 2025 compared to the same period in 2024, primarily reflecting incremental costs to support revenue growth in the operations, particularly in nuclear, as well as MG&A incurred by recently acquired businesses. These increases were partially offset by lower acquisition-related MG&A costs of \$6.4 million. MG&A as a percentage of revenue decreased from 4.5% in the fourth quarter of 2024 to 4.1% in the same period in 2025.

Aecon reported income from projects accounted for using the equity method of \$2.0 million in the fourth quarter of 2025 compared to \$1.6 million in the fourth quarter of 2024. The \$0.4 million increase was primarily due to improved operating results at Skyport in the Concessions segment (\$1.1 million), partially offset by lower income from civil projects in the Construction segment (\$0.7 million).

Other income of \$11.1 million in the fourth quarter of 2025 was \$7.0 million higher compared to the same period in 2024, largely due to a gain of \$7.3 million resulting from a decrease in the fair value of contingent consideration payable for an acquisition and partially offset by lower gains of \$0.6 million on the sale of equipment.

Depreciation and amortization expense was \$30.1 million in the fourth quarter of 2025, an increase of \$3.9 million compared to the same period in 2024. The increase was driven by increases in the Construction segment (\$4.3 million), primarily due to an increase in equipment utilization as well as from an increase in depreciation and amortization related to equipment and intangible assets associated with business acquisitions made in 2024 and 2025. These increases were partially offset by lower depreciation and amortization in Corporate and Other (\$0.4 million).

Net financing expense of \$28.9 million in the fourth quarter of 2025, consisting of finance costs of \$32.8 million net of finance income of \$3.9 million, was \$22.5 million higher than the same period in 2024. The increase was primarily driven by changes in the fair value of the Preferred Shares of Aecon Utilities (\$23.1 million expense), higher borrowing costs under Aecon's revolving credit facilities, and higher accrued dividends on the Preferred Shares of Aecon Utilities (\$0.7 million).

New contract awards for the three months ended December 31, 2025 were \$1,478 million compared to \$1,942 million in the same period in 2024.

Selected Annual Information

Set out below is selected annual information for each of the last three years.

(\$ millions, except per share amounts)	2025	2024	2023
Total revenue	\$ 5,434.7	\$ 4,242.7	\$ 4,643.8
Operating profit (loss)	87.1	(60.1)	240.9
Profit (loss) attributable to shareholders	15.2	(59.5)	161.9
Per share:			
Basic	0.24	(0.95)	2.62
Diluted	0.23	(0.95)	2.10
Total assets	3,990.2	3,226.2	3,195.6
Non-current financial liabilities at December 31	454.7	320.4	348.0
Cash dividends declared per common share	0.76	0.76	0.74

10. FINANCIAL CONDITION, LIQUIDITY AND CAPITAL RESOURCES

10.1. INTRODUCTION

Aecon's participation in joint arrangements classified as joint operations is accounted for in the Company's audited consolidated financial statements and the notes thereto for the year ended December 31, 2025 by reflecting, line by line, Aecon's share of the assets held jointly, liabilities incurred jointly, and revenue and expenses arising from the joint operations.

Aecon's participation in joint arrangements classified as joint ventures, as well as Aecon's participation in project entities where Aecon exercises significant influence over the entity but does not control or jointly control the entity (i.e. associates), is accounted for using the equity method.

For further information, see Note 11 "Projects Accounted for Using the Equity Method" to the Company's audited consolidated financial statements for the year ended December 31, 2025.

10.2. CONTINGENCIES

Kemano Generating Station Second Tunnel Project

During the second quarter of 2020, Rio Tinto issued a notice of termination of contract to the joint operation in which Aecon holds a 40% interest with respect to the Kemano Generating Station Second Tunnel Project. The joint operation issued a notice of civil claim seeking approximately \$105 million in damages from Rio Tinto, and Rio Tinto issued a counterclaim against the joint operation and its parent companies of approximately \$428 million.

Subsequent to year end, a full and final settlement was reached by the joint operation and Rio Tinto, the impact of which is reflected in the fourth quarter operating results.

K+S Potash Canada

During the second quarter of 2018, the Company filed a statement of claim in the Court of King's Bench for Saskatchewan (the "Court") against K+S Potash Canada ("KSPC") and KSPC filed a statement of claim in the Court against the Company. Both actions relate to the Legacy mine project in Bethune, Saskatchewan. The Company is seeking \$180 million in payments due to it pursuant to agreements entered into between the Company and KSPC with respect to the project plus approximately \$14 million in damages. The Company has recorded \$142 million of unbilled revenue and accounts receivable at December 31, 2025. Offsetting this amount to some extent, the Company has accrued \$45 million in trade and other payables for potential payments to third parties pending the outcome of the claim against KSPC. KSPC is seeking an order that the Company repay to KSPC approximately \$195 million already paid to the Company pursuant to such agreements. The Company has also been brought into two other lawsuits in the same Court between KSPC and various other contractors involved with the Legacy mine project, both relating to matters which the Company believes are materially covered by insurance coverage, to the extent of any liability. In the fourth quarter of 2022, the Court issued a decision allowing an application by Aecon to add KSPC's parent company K+S Aktiengesellschaft ("KSAG") as a defendant to the lawsuit arising from KSAG's conduct in inducing KSPC to breach its contract with Aecon. These claims may not be resolved for several years. While the Company considers KSPC's claim to be without merit and does not expect that the resolution of these claims will cause a material impact to its financial position, the ultimate results cannot be predicted at this time.

Critical Accounting Estimates – Certain Fixed Price Legacy Projects

Certain large fixed price legacy projects being performed by joint operations in which Aecon is a participant (see Section 13 "Risk Factors" in this MD&A), are being negatively impacted due to additional costs for which the joint operations assert that the owners are contractually responsible, including for, among other things, unforeseeable site conditions, third party delays, supply chain disruptions, and inflation related to labour and materials. Revenue and income from these contracts are determined by the percentage of completion method, based on the ratio of costs incurred to date over estimated total costs at completion of the project. The Company has a process whereby progress to completion is reviewed by management on a regular basis and estimated costs to complete are updated as necessary. Claims are amounts in excess of the agreed contract price, or amounts not included in the original contract price, that the relevant joint operation seeks to collect from clients for delays, errors in specifications and designs, contract terminations, change orders in dispute or unapproved as to both scope and price, or other causes of unanticipated additional costs that the Company and the relevant joint operation believes the owner is contractually responsible. Due to unforeseen changes in estimates of the nature or cost of the work to be completed and / or changes in estimates of related revenue, contract profit can differ significantly from earlier estimates (See Section 13 "Risk Factors": "Large Projects", "Certain Fixed Price Legacy Projects", "Contractual Factors", "Litigation and Claims", "Increases in the Cost of Raw Materials", and "Force Majeure Events" in this MD&A). In the full year of 2025 and 2024, due to the factors discussed above that impacted these

fixed price legacy projects during the year, Aecon recognized an operating loss of \$94.4 million and \$272.8 million, respectively, related to these projects. See also Section 5 “Recent Developments” in this MD&A.

10.3. CASH AND DEBT BALANCES

Cash balances at December 31, 2025 and December 31, 2024 are as follows:

\$ millions		December 31, 2025		
		Balances excluding Joint Operations	Joint Operations	Consolidated Total
Cash and cash equivalents	(1)	\$ 93	\$ 393	\$ 486
Bank indebtedness	(2)	(257)	-	(257)
		December 31, 2024		
		Balances excluding Joint Operations	Joint Operations	Consolidated Total
Cash and cash equivalents	(1)	\$ 123	\$ 315	\$ 438
Bank indebtedness	(2)	(153)	-	(153)

(1) Cash and cash equivalents include cash on deposit in bank accounts of joint operations which Aecon cannot access directly.

(2) Bank indebtedness represents borrowings on Aecon’s revolving credit facilities.

Long-term debt balances at December 31, 2025 and December 31, 2024 are as follows:

\$ millions	December 31, 2025		December 31, 2024	
Current portion of long-term debt – recourse	\$	43.9	\$	40.8
Long-term debt – recourse		110.6		110.8
Total long-term recourse debt	\$	154.5	\$	151.6
Preferred Shares of Aecon Utilities - current	\$	188.8	\$	160.3

Total long-term recourse debt of \$154.5 million at December 31, 2025 compares to \$151.6 million at December 31, 2024. The \$2.9 million net increase in total long-term recourse debt resulted primarily from an increase in equipment leases of \$5.6 million, partially offset by a decrease in equipment financing of \$2.7 million.

In 2025, the \$28.5 million increase in the Preferred Shares of Aecon Utilities resulted from accrued dividends of \$22.3 million and net fair value changes totalling \$6.2 million.

At December 31, 2025, Aecon had a committed revolving credit facility of \$600 million, an increase of \$150 million from its previous credit facility, and a separate committed credit facility for Aecon Utilities of \$400 million. Both revolving credit facilities mature on June 25, 2029. At December 31, 2025, \$257 million was drawn on the facilities and \$4 million was utilized for letters of credit. Cash drawings under the revolving credit facilities bear interest at rates between prime and prime plus 1.85% per annum. The revolving credit facilities, when combined with an additional \$900 million performance security guarantee facility to support letters of credit provided by Export Development Canada (“EDC”) and a separate performance security guarantee facility for Aecon Utilities of \$60 million, brings Aecon’s committed credit facilities for working capital and letter of credit requirements to a total of \$1,960 million. Both EDC performance security guarantee facilities mature on June 30, 2027. The Company has no debt or working capital credit facility maturities until 2029, except equipment and

property loans and leases in the normal course. At December 31, 2025, Aecon was in compliance with all debt covenants related to its credit facilities.

Aecon's financial position, liquidity, and capital resources are subject to the risks and uncertainties described in Section 10.2 "Contingencies" of this MD&A regarding certain pending legal proceedings to which Aecon is a party. Aecon and its joint operation partners also continue to advance negotiations and work towards resolution of claims for additional costs related to certain fixed price legacy projects, and in conjunction strengthen the Company's balance sheet through reducing working capital related to these projects. While the Company believes each relevant joint operation has a strong claim to recover at least a substantial portion of these costs, the ultimate outcome of these matters cannot be predicted at this time (see Section 13 "Risk Factors": "Certain Fixed Price Legacy Projects" in this MD&A). Aecon's operations also remain subject to uncertainties related to the unpredictability of future potential impacts related to global economic and political conditions, notably from supply chain disruptions, changes in laws or regulations, inflation related to labour and materials, and availability of labour (see Section 13 "Risk Factors": "Business and Operational Risks" in this MD&A). As such, while the Company remains subject to risks which individually or in the aggregate, could result in material impacts to Aecon's earnings, cash flow, liquidity and financial position, the Company believes that its current liquidity position, including its cash position, unused credit capacity, and cash generated from its operations, is sufficient to fund its operations and capital investment requirements.

In 2025, Aecon acquired, either through purchase or lease, property, plant, and equipment totaling \$121.0 million (excluding property, plant, and equipment acquired at the time of the Bodell and Trinity acquisitions). Of this amount, \$14.4 million was largely related to office and warehouse leases with the balance of the investment in property, plant, and equipment primarily related to the purchase or lease of new machinery and construction equipment as part of normal ongoing business operations in the Construction segment. In 2024, Aecon acquired, either through purchase or lease, property, plant, and equipment totaling \$104.0 million (excluding property, plant, and equipment acquired at the time of the Xtreme, Ainsworth Power Construction, and United acquisitions). Of this amount, \$19.2 million was largely related to office and warehouse leases with the balance of the investment in property, plant, and equipment primarily related to the purchase or lease of new machinery and construction equipment as part of normal ongoing business operations in the Construction segment.

In the fourth quarter of 2025, Aecon's Board of Directors approved a quarterly dividend of \$0.19 per share (annual dividend of \$0.76 per share) to be paid to all holders of Aecon common shares. The fourth quarterly dividend payment of \$0.19 per share was paid on January 5, 2026.

10.4. SUMMARY OF CASH FLOWS

The construction industry in Canada is seasonal in nature for companies like Aecon that perform a significant portion of their work outdoors. As a result, a larger portion of this work is performed in the summer and fall months than in the winter and early spring months. Accordingly, Aecon has historically experienced a seasonal pattern in its operating cash flow, with cash balances typically being at their lowest levels in the middle of the year as investments in working capital increase. These seasonal impacts typically result in cash balances peaking near year-end or during the first quarter of the year.

A summary of sources and uses of cash during the three months and year ended December 31, 2025 and 2024 is as follows:

\$ millions	Three months ended		Year ended	
	December 31		December 31	
	2025	2024	2025	2024
Operating Activities				
Cash provided by (used in):				
Cash flows from (used by) operations before changes in working capital	\$ 92.0	\$ 24.9	\$ 133.2	\$ (73.3)
Lower (higher) investments in working capital	105.4	12.3	(6.6)	80.9
Cash provided by operating activities	\$ 197.4	\$ 37.2	\$ 126.6	\$ 7.6
Investing Activities				
Cash provided by (used in):				
Expenditures, net of proceeds, on property, plant, and equipment and intangible assets	(18.3)	(3.4)	(50.4)	(23.7)
Cash inflow (outflow) related to acquisitions	2.5	(61.0)	(23.7)	(174.5)
Proceeds on the sale of subsidiaries	-	5.9	-	17.4
Cash distributions received from (advances to) projects accounted for using the equity method	(17.4)	2.9	(14.0)	21.1
Cash provided by (used for) investments in long-term financial assets	(1.5)	0.3	(1.9)	0.2
Cash used in investing activities	\$ (34.6)	\$ (55.3)	\$ (89.9)	\$ (159.5)
Financing Activities				
Cash provided by (used in):				
Increase (decrease) in bank indebtedness associated with borrowings under the Company's revolving credit facilities	\$ (32.3)	\$ (21.5)	\$ 114.4	\$ 34.2
Increase in long-term recourse debt borrowings	-	6.9	17.5	16.8
Repayments of long-term recourse debt relating primarily to property and equipment financing arrangements	(22.0)	(24.0)	(60.7)	(59.0)
Cash used for dividends paid	(12.0)	(11.9)	(47.9)	(47.1)
Common shares purchased under NCIB	(1.7)	(0.2)	(8.8)	(3.1)
Cash provided by (used in) financing activities	\$ (68.1)	\$ (50.7)	\$ 14.5	\$ (58.3)
Increase (decrease) in cash and cash equivalents	\$ 94.7	\$ (68.9)	\$ 51.2	\$ (210.3)
Effects of foreign exchange on cash balances	0.5	0.8	(3.2)	2.5
Cash and cash equivalents – beginning of period	390.8	506.1	438.0	645.8
Cash and cash equivalents – end of period	\$ 486.0	\$ 438.0	\$ 486.0	\$ 438.0

During 2025, cash flows from operating activities provided \$126.6 million of cash, an increase of \$119.0 million from \$7.6 million of cash provided from operating activities in 2024.

Cash flows from operations before non-cash changes in working capital provided \$133.2 million of cash in 2025, an increase of \$206.5 million from the cash used of \$77.3 million in 2024. This increase was primarily due to an improvement in profit before income taxes of the \$101.4 million, higher non-cash addbacks for depreciation and amortization of \$18.3 million and provisions of \$20.8 million, a lower non-cash deduction for income from equity accounted projects of \$13.4 million, a lower gain on sale of property, equipment, and subsidiaries of \$25.4 million, and a favourable non-cash change in the fair value of the Preferred Shares of Aecon Utilities of \$27.4 million, offset by a higher fair value gain on contingent consideration of \$12.4 million.

Cash used by changes in non-cash working capital was \$6.6 million in 2025 compared to cash provided of \$80.9 million in 2024, a decrease in cash provided of \$87.5 million. Aecon's non-cash working capital position fluctuates significantly in the normal course of business from period to period, primarily due to differences between the settlement of payables to suppliers and subcontractors, and the timing of billings and collection of accounts receivable from customers. For additional details, see Note 28 "Supplementary Cash Flow Information" to the Company's audited consolidated financial statements and the notes thereto for the year ended December 31, 2025.

10.5. CAPITAL MANAGEMENT

For capital management purposes, the Company defines capital as the aggregate of its shareholders' equity and debt. Debt includes the current and non-current portions of long-term debt (excluding non-recourse debt and drawings on the Company's credit facilities presented as bank indebtedness), convertible debentures when issued, and Preferred Shares of Aecon Utilities.

The Company's principal objectives in managing capital are:

- to ensure sufficient liquidity to adequately fund the ongoing operations of the business;
- to provide flexibility to take advantage of contract and growth opportunities that are expected to provide returns to shareholders;
- to maintain a strong capital base;
- to provide a rate of return in excess of its cost of capital to its shareholders; and
- to comply with financial covenants required under its various borrowing facilities.

The Company manages its capital structure and adjusts it in light of changes in economic conditions. In order to maintain or adjust its capital structure, the Company may issue new debt or repay existing debt, issue new shares, repurchase common or preferred shares, issue convertible debt, or adjust the quantum of dividends paid to shareholders. Financing decisions are generally made on a specific transaction basis and depend on such things as the Company's needs, capital markets, and economic conditions at the time of the transaction.

Although the Company monitors capital on a number of bases, including liquidity and working capital, total debt (excluding non-recourse debt and drawings on the Company's credit facilities presented as bank indebtedness) as a percentage of total capitalization (debt to capitalization percentage) is considered by the Company to be the most important metric in measuring the strength and flexibility of its consolidated balance sheets. At December 31, 2025, the debt to capitalization percentage was 27% (December 31, 2024 - 25%). If the Preferred Shares of Aecon Utilities were to be excluded from debt and added to equity on the basis that they could be converted or redeemed for equity of Aecon Utilities, either at the Company's option or at the holder's option, then the adjusted debt to capitalization percentage would be 12% at December 31, 2025 (December 31, 2024 - 12%). While the Company believes these debt to capitalization percentages are acceptable, because of the cyclical nature of its business and the uncertainties described in Section 10.2 "Contingencies", Section 5 "Recent Developments" in this MD&A, and Section 13 "Risk Factors" in the 2024 Annual MD&A, the Company will continue its efforts to maintain a conservative capital position.

Set out below is the calculation of the Company's debt to capitalization percentage at December 31, 2025 and December 31, 2024 using the definitions provided in the preceding paragraphs:

\$ millions	December 31, 2025	December 31, 2024
Current portion of long-term debt	\$ 43.9	\$ 40.8
Long-term debt	110.6	110.8
Preferred shares of Aecon Utilities	188.8	160.3
Debt (including preferred shares)	\$ 343.3	\$ 311.9
Shareholders' equity	\$ 921.7	\$ 956.1
Capitalization	\$ 1,265.0	\$ 1,268.0
Debt to capitalization percentage	27%	25%

	December 31, 2025	December 31, 2024
Current portion of long-term debt	\$ 43.9	\$ 40.8
Long-term debt	110.6	110.8
Debt	\$ 154.5	\$ 151.6
Shareholders' equity	\$ 921.7	\$ 956.1
Preferred shares of Aecon Utilities	188.8	160.3
Shareholders' equity and Preferred Shares of Aecon Utilities	\$ 1,110.5	\$ 1,116.4
Capitalization	\$ 1,265.0	\$ 1,268.0
Debt (excluding Preferred Shares) to capitalization percentage	12%	12%

10.6. FINANCIAL INSTRUMENTS

From time to time, the Company enters into forward contracts and other foreign exchange hedging products to manage its exposure to changes in exchange rates related to transactions denominated in currencies other than the Canadian dollar but does not hold or issue such financial instruments for speculative trading purposes. In addition, some of the Company's investments in projects accounted for using the equity method enter into derivative financial instruments, namely interest rate swaps, to hedge the variability of interest rates related to non-recourse project debt. Additionally, to partially offset the costs of its share-based compensation plans, the Company has also fixed a portion of the settlement costs of these plans by entering into total return swap derivative contracts.

The Company discloses information on the classification and fair value of its financial instruments, as well as on the nature and extent of risks arising from financial instruments, and related risk management in Note 29 "Financial Instruments" to the Company's audited consolidated financial statements and the notes thereto for the year ended December 31, 2025.

10.7. NORMAL COURSE ISSUER BID

On August 15, 2025, the Toronto Stock Exchange (“TSX”) approved the renewal of the Company’s normal course issuer bid (the “NCIB”) pursuant to which the Company may purchase for cancellation up to 3,180,767 common shares of Aecon, representing 5% of the issued and outstanding common shares as of August 7, 2025. The NCIB commenced on August 18, 2025 and will end no later than August 18, 2026. The renewal of the NCIB follows on the conclusion of Aecon’s previous normal course issuer bid which expired on August 18, 2025 (the “Previous NCIB”). Aecon had received the approval of the TSX to purchase up to 3,126,306 common shares under the Previous NCIB. During the year ended December 31, 2025, there were 405,750 shares repurchased for cancellation pursuant to the NCIB and Previous NCIB at a cost of \$8.8 million. During the year ended December 31, 2024, 160,600 common shares were repurchased for cancellation pursuant to the Previous NCIB at a cost of \$3.1 million.

Aecon believes that the repurchase of common shares at certain market prices is an appropriate and desirable use of Aecon’s funds that is in the best interests of Aecon and beneficial to its shareholders. Aecon intends to make purchases on an opportunistic basis, taking share price and other considerations into account. Purchases under the NCIB will be funded using Aecon’s existing cash resources or its senior credit facility. The actual number of common shares which may be purchased under the NCIB and the timing of any such purchases will be determined by the management of Aecon, subject to applicable securities laws and TSX rules. Aecon may elect to suspend or discontinue repurchases of common shares at any time, in accordance with applicable laws. There can be no assurances that any such purchases of common shares under the NCIB will be completed.

11. NEW ACCOUNTING STANDARDS

There were no new accounting standards that significantly impacted profit (loss), comprehensive income (loss), or earnings (loss) per share in 2025.

Note 6 “Future Accounting Changes” to Aecon’s December 31, 2025 audited consolidated financial statements discusses IFRS Accounting Standards and amendments that are issued, but not yet effective.

12. SUPPLEMENTAL DISCLOSURES

Disclosure Controls and Procedures

The Chief Executive Officer (“CEO”) and Chief Financial Officer (“CFO”), together with management, evaluated the design and operating effectiveness of the Company’s disclosure controls and procedures at the financial year ended December 31, 2025. Based on that evaluation, the CEO and the CFO concluded that the design and operation of these disclosure controls and procedures were effective at December 31, 2025 to provide reasonable assurance that material information relating to the Company, including its consolidated subsidiaries, would be made known to them by others within those entities and that information required to be disclosed by the Company in its annual and interim filings and other reports submitted under securities legislation was recorded, processed, summarized, and reported within the periods specified in securities legislation.

Internal Controls over Financial Reporting

The CEO and CFO, together with management, evaluated the design and operating effectiveness of the Company’s internal controls over financial reporting at the financial year ended December 31, 2025. Based on that evaluation, the CEO and the CFO concluded that the design and operation of internal controls over financial reporting were effective at December 31, 2025 to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Company’s audited consolidated financial statements and the notes thereto for the year ended December 31, 2025 for external purposes in accordance with IFRS Accounting

Standards. In designing and implementing such controls, it should be recognized that any system of internal control over financial reporting, no matter how well designed and operated, has inherent limitations. Therefore, even those systems determined to be effective can provide only reasonable assurance with respect to consolidated financial statement preparation and presentation and may not prevent or detect all misstatements due to error or fraud.

See also the section on “*Internal and Disclosure Controls*” in Section 13 “Risk Factors” in this MD&A.

Changes in Internal Controls over Financial Reporting

There have been no changes in the Company’s internal controls over financial reporting during the year ended December 31, 2025 that have materially affected, or are reasonably likely to materially affect, the Company’s internal controls over financial reporting.

Contractual Obligations

Aecon has obligations for equipment and premises as follows:

\$ millions	Finance lease payments	Equipment and other loans
2026	\$ 45.4	\$ 5.3
2027 - 2030	86.1	18.1
Beyond	15.1	4.2
	<u>\$ 146.6</u>	<u>\$ 27.6</u>

Contractual obligations related to the Preferred Shares of Aecon Utilities are as follows:

\$ millions	Preferred Shares ⁽¹⁾
Due within one year	\$ -
Due between one and five years	381.3
	<u>\$ 381.3</u>

(1) The Preferred Shares have no fixed repayment terms (see Note 17 “Preferred Shares of Aecon Utilities” to the Company’s audited consolidated financial statements and the accompanying notes for the year ended December 31, 2025). The Preferred Shares are assumed to have a remaining contractual maturity of less than 5 years in this summary.

At December 31, 2025, Aecon had contractual obligations to complete construction contracts that were in progress. The revenue value of these contracts was \$10,714 million.

Defined Benefit Pension Plans

Aecon’s defined benefit pension plans (the “Pension Plans”) had a combined deficit of \$0.1 million at December 31, 2025 (2024 – a combined deficit of \$1.8 million). Details relating to Aecon’s defined benefit plans are set out in Note 21 “Employee Benefit Plans” to the Company’s audited consolidated financial statements for the year ended December 31, 2025.

In 2025, a group annuity buy-out policy was purchased from a life insurance company for all members of the main defined benefit plan. Monthly pension payments to retirees from the insurance company commenced on

June 1, 2025. The cost of the annuity was \$23.9 million and a gain on settlement of \$0.4 million was included in the operating results for 2025.

For additional details, see Note 22 “Contingencies”, Note 29 “Financial Instruments” and Note 32 “Remaining Performance Obligations” to the Company’s audited consolidated financial statements and the notes thereto for the year ended December 31, 2025.

Related Party Transactions

Related party transactions are disclosed in Note 33 “Related Parties” to the Company’s audited consolidated financial statements for the year ended December 31, 2025. Other than transactions with certain equity accounted investees as part of the normal course of operations, there were no other significant related party transactions in 2025.

Critical Accounting Estimates and Judgments

The reader is referred to the detailed discussion on critical accounting estimates and judgements found in Note 4 “Critical Accounting Estimates” to the Company’s audited consolidated financial statements for the year ended December 31, 2025.

13. RISK FACTORS

Aecon faces a wide variety of risks across all of its areas of business. Identifying and understanding risks and their impact allows Aecon to critically assess the risk profile of the business and adopt appropriate risk management practices. Defining acceptable levels of risk and establishing sound principles, policies and practices for managing risks, is fundamental to achieving consistent and sustainable long-term performance. Investors should carefully consider the risks and uncertainties set out below before investing in Aecon’s securities. Additional risks and/or uncertainties not currently known or that Aecon currently believes are immaterial may also impair its future business, financial condition and results of operations.

1. Business and Operational Risks

a. Certain Fixed Price Legacy Projects

Four large fixed-price legacy projects entered into in 2018 or earlier by joint operations in which Aecon is a participant are being negatively impacted due to additional costs for which the joint operations assert that the owners are contractually responsible, including for, among other things, unforeseeable site conditions, third party delays, COVID-19, supply chain disruptions, and inflation related to labour and materials. During 2022 these impacts became more pronounced and have resulted in increased costs to the relevant joint operations above those originally forecasted, in some cases materially. Each relevant joint operation has submitted claims for compensation for these additional costs. None are currently in litigation or arbitration. The joint operation related to the CGL Pipeline Project reached a full and final settlement in the second quarter of 2024. The remaining joint operations reached interim settlements with the respective owners on each of the remaining three legacy projects in 2023, in respect of certain claims made, and for some of the projects, other claims for additional costs remain to be resolved in the future. While Aecon and its partners continue to work toward resolution of these claims for additional costs with the respective owners of these projects, delayed and/or unfavourable outcomes, whether individually or in the aggregate, could result in material impacts to Aecon’s earnings, cash flow, liquidity and financial position. The fact that there are three projects (referred to as the three legacy projects) experiencing similar impacts concurrently elevates this risk. While the Company believes each relevant joint operation has a strong claim to recover at least a substantial portion of these costs, the ultimate outcome of these matters cannot be predicted at this time. See Section 10.2. “Contingencies” of this MD&A and other Risk Factors herein including

under the headings "Large Projects", "Contractual Factors", "Litigation and Claims", "Increases in the Cost of Raw Materials", "Ongoing Financing Availability", "Adjustments in Backlog" and "Force Majeure Events".

b. Contractual Factors

Aecon performs construction activities under a variety of contract types, including fixed price, unit price, cost reimbursable, progressive design build ("PDB"), target price, and various permutations of design, build, finance, operation, maintenance and rehabilitation responsibilities. Some forms of construction contracts carry more risk than others. Aecon attempts to maintain a diverse mix of contract types to prevent over-exposure to the risk profile of any particular contractual structure; however, conditions influencing both private sector and public authority clients may alter the mix of available projects and contractual structures that Aecon undertakes.

Historically, a substantial portion of Aecon's revenue is derived from contracts pursuant to which a commitment is provided to the owner to complete the project at a fixed price. In fixed price projects, in addition to the risk factors of a unit price contract (as described below), any errors in quantity estimates, schedule delays or productivity losses, for which contracted relief is not available, must be absorbed within the fixed price, thereby adding a further risk component to the contract. Such contracts, given their inherent risks, may in the future and from time-to-time result in significant losses. The failure to properly assess a wide variety of risks, appropriately execute such contracts, or reach satisfactory resolution to contractual disputes may have a material adverse impact on financial results.

Aecon is also involved in fixed unit price construction contracts under which the Company is committed to provide services and materials at a fixed unit price (e.g. dollars per tonne of asphalt or aggregate). While this shifts the risk of estimating the quantity of units to the contract owner, any increase in Aecon's cost over the unit price bid, whether due to estimating error, inefficiency in project execution, inclement weather, cost escalation, or other factors, will negatively affect Aecon's profitability.

In certain instances, Aecon guarantees to a client that it will complete a project by a scheduled date or that a facility will achieve certain performance standards. If the project or facility subsequently fails to meet the schedule or performance standards, Aecon could incur additional costs or penalties commonly referred to as liquidated damages, which certain customers require to be included in some of Aecon's contracts. Such penalties may be significant and could impact Aecon's financial position or results of future operations. Furthermore, schedule delays which are not compensated by the client may also reduce profitability because Aecon staff continue to incur costs on the project and may be prevented from pursuing and working on new projects. Project delays may also reduce customer satisfaction, which could impact future awards.

Aecon is also involved in design-build contracts under which Aecon takes responsibility for the design in addition to the responsibilities and risks of a unit price or fixed price construction contract. This form of contract adds the risk of Aecon's liability for design errors as well as additional construction costs that might result from such design errors. However, over the last several years, PDB has emerged as a project delivery model in an effort by owners and contractors to mitigate cost and schedule risks during the construction phase. In the PDB model, the contractor is invited to complete, on a cost reimbursable or fixed price basis, a substantial portion of the site investigation and design of a project before entering into a target price or fixed price contract for the construction portion of the project. As the PDB model features a collaborative approach between the owner and contractor, Aecon is actively engaged in and pursuing projects procured under this model to facilitate more efficient risk transfer to the party best placed to manage that risk.

Certain of Aecon's contractual requirements may also involve financing elements, where Aecon is required to provide one or more letters of credit, performance bonds, financial guarantees or equity investments. For greater detail, see "Risk Factors – Access to Bonding, Pre-qualification Rating and Letters of Credit" herein.

Change orders, which modify the nature or scope of the work to be completed, are frequently issued by clients. Final pricing of these change orders is often negotiated after the changes have been started or completed and costs have been incurred. As such, disputes regarding the quantum of unpriced change orders could impact Aecon's profitability on a particular project, its ability to recover costs or, in a worst-case scenario, result in significant project losses. Until pricing has been agreed, these change orders are referred to as "unpriced change orders". Revenues from unpriced change orders are recognized to the extent of the costs incurred on executing the change order or, if lower, to the extent to which recovery is probable. Consequently, profit on such change orders is recognized only when pricing is agreed. If, ultimately, there are disputes with clients on the pricing of change orders or disputes regarding additional payments owing as a result of changes in contract specifications, delays, additional work or changed conditions, Aecon's accounting policy is to record all costs for these changes, but unpriced change orders and claims are recognized in revenue at the amount the Company expects to receive with a high probability that a significant reversal of cumulative revenue recognized will not occur once the uncertainty associated with the variable consideration is resolved. The timing of the resolution of such events can have a material impact on income and liquidity and thus can cause fluctuations in the revenue and income of Aecon in any one reporting period.

c. Large Projects

A substantial portion of Aecon's revenue is derived from large projects, some of which are conducted through joint arrangements. These projects provide opportunities for significant revenue and profit contributions but, by their nature, carry significant risk and, as such, can result and have occasionally resulted in significant losses. Contracts for large projects typically involve a transfer of risks to a contractor beyond those contained in smaller project contracts. As such, a failure to properly execute or complete a large project or a protracted or unsuccessful dispute with a client about entitlement to extra compensation on a large project may subject Aecon to significant losses. The risks associated with such large projects are often proportionate to their size and complexity. For greater detail, see "Risk Factors – Contractual Factors" herein.

The contract price on large projects is based on cost estimates using a number of assumptions. Given the size of these projects, if assumptions prove incorrect, whether due to faulty estimates, unanticipated circumstances, or a failure to properly assess risk, or the contracts do not appropriately reflect such assumptions, profit may be materially lower than anticipated or, in a worst-case scenario, result in a significant loss.

The recording of the results of large project contracts can distort revenues and earnings on both a quarterly and an annual basis and can, in some cases, make it difficult to compare the financial results between reporting periods. For greater detail on the potential impact of contractual factors, including unpriced change orders, see "Risk Factors – Contractual Factors" herein.

Aecon has a number of commitments and contingencies as part of its regular operations. The Company has guarantees, bonds and letters of credit as assurance that certain conditions and obligations will be fulfilled. If Aecon was called upon to honour these contingent obligations, its financial results could be adversely affected. For additional details, see Note 22 "Contingencies", Note 29 "Financial Instruments" and Note 32 "Remaining Performance Obligations" to the Company's audited consolidated financial statements and the notes thereto for the year ended December 31, 2025 filed on Aecon's SEDAR+ profile at www.sedarplus.ca.

d. Failure to Perform by a Third Party

Aecon works with a number of third parties to achieve its strategic objectives and each of these relationships poses a degree of risk of non-performance.

Credit risk of non-payment with private owners under construction contracts is to a certain degree minimized by statutory lien rights, which give contractors a high priority in the event of insolvency proceedings as well as

progress payments based on percentage completion. However, there is no guarantee that these measures will in all circumstances mitigate the risk of non-payment from private owners and a significant default or bankruptcy by a private owner may significantly and adversely impact results. A greater incidence or magnitude of default (including cash flow problems) or bankruptcy amongst clients, subcontractors or suppliers related to economic conditions could also impact results. Credit risk is typically less of a concern with public (government) owners, who generally account for a significant portion of Aecon's business, as funds have generally been appropriated prior to the award or commencement of the project. See "Risk Factors – Dependence on the Public Sector" herein for additional discussion of the risks associated with this type of contract.

Joint arrangements are often formed to undertake a specific project, jointly controlled by the partners, and are dissolved upon completion of the project. Aecon selects its joint arrangement partners based on a variety of criteria, including available resources, relevant expertise, past working relationships, as well as an analysis of prospective partners' financial capacity and construction capabilities. Joint arrangement agreements spread risk and responsibility for project delivery between the partners and generally state that companies will supply their proportionate share of operating funds and share profits and losses in accordance with specified percentages. Nevertheless, each participant in a joint arrangement is usually jointly and severally liable to the client for completion of the entire project in the event of a default by any of its partners. Therefore, in the event that a joint arrangement partner fails to perform its obligations due to financial or other difficulties or is disallowed from performing or is otherwise unable to perform its obligations as a result of the client's determination, whether pursuant to the relevant contract or because of modifications to government or agency procurement policies or rules or for any other reason, Aecon may be required to make additional investments or provide additional services which may reduce or eliminate profit, or even subject Aecon to significant losses with respect to the joint arrangement. As a result of the complexity and size of many of the joint arrangement projects that Aecon undertakes or is likely to undertake going forward, the failure of a joint arrangement partner on a large project could have a significant impact on Aecon's results and financial condition. To mitigate this risk, Aecon typically requires the joint arrangement partner to provide Aecon with a security instrument (such as a parent company guarantee or cross-indemnity) to guarantee the joint arrangement partner's performance of their obligations under the joint arrangement agreement.

The profitable completion of some contracts depends to a large degree on the satisfactory performance of subcontractors, including design and engineering consultants, who complete different elements of the work. If these subcontractors do not perform to accepted standards, Aecon may be required to hire different subcontractors to complete the tasks, which may impact schedule, add costs to a contract, impact profitability on a specific job and, in certain circumstances, lead to significant losses. Disputes with subcontractors may also result in material litigation. See "Risk Factors – Litigation and Claims" herein. A major subcontractor default or failure to properly manage subcontractor performance could materially impact results.

The development of construction projects requires Aecon's clients to obtain regulatory and other permits, licences and approvals from various governmental licencing bodies. Aecon's clients may not be able to obtain all necessary permits, licences and approvals required for the development of their projects, in a timely manner or at all. These delays are generally outside Aecon's control. The major costs associated with these delays are personnel and associated overhead that is designated for the project which cannot be reallocated effectively to other work. If the client's project is unable to proceed, it may adversely impact the demand for Aecon's services. Clients may also, from time to time, proceed to award a construction contract while a permit or licence remains pending. Where a client does not obtain a permit or licence as expected or a permit or licence is revoked, the client's cash flow and project viability may be impacted, which may lead to additional costs or financial loss for Aecon.

e. Risks Related to Contracting with the U.S. Government

As a U.S. government contractor, Aecon must comply with laws and regulations relating to the formation, administration and performance of U.S. government contracts which may impose added costs on Aecon's business and exposes Aecon to additional risks which could reduce its revenue, disrupt its business, or otherwise materially affect its results.

Alleged or actual violations of applicable laws and regulations which are reported to the relevant U.S. government agency could lead to an audit, review or investigation by the relevant agency and if such an audit, review or investigation uncovers a violation of a law or regulation, the U.S. government has a broad range of actions that it can instigate to enforce its procurement law and policies, including proposing a contractor, certain of its operations or individual employees for debarment or suspending or debaring a contractor, certain of its operations or individual employees from future government business. In addition to criminal, civil and administrative action by the U.S. government, under the *False Claims Act*, an individual alleging fraud related to payments under a U.S. government contract or program may file a *qui tam* lawsuit on behalf of the government against a contractor.

f. Litigation and Claims

Disputes are common in the construction industry and, as such, in the normal course of business, Aecon is involved in various legal actions and proceedings (including arbitrations) that arise from time to time, some of which may involve substantial sums of money. There is no assurance that Aecon's insurance arrangements will be sufficient to cover any particular claim or claims or that a judge or arbitrator will not rule against Aecon in a proceeding with respect to a substantial amount in dispute notwithstanding the Company's confidence in the merits of its position. Furthermore, Aecon is subject to the risk of: (i) claims and legal actions for various commercial and contractual matters, primarily arising from construction disputes, in respect of which insurance is not available, including, for example, late completion of a project or a disputed termination of a contract, and (ii) litigation or investigations relating to alleged or suspected violations of anti-corruption laws (see "Risk Factors – International/Foreign Jurisdiction Factors" herein). There can be no guarantee that litigation or disputes will not arise or will be finally resolved in Aecon's favour which, depending on the nature of the litigation, could impact Aecon's results.

Litigation related to environmental matters continues to develop in Canada and elsewhere. Although most cases have not been successful due to attribution challenges and uncertainty surrounding disclosure obligations, this area of litigation may still affect the regulatory and operating environment for companies, including Aecon.

g. Expansion Into New Markets

Entering new markets, primarily within North America, the Caribbean and Latin American countries is accompanied by risks and challenges. These include different laws and regulations, compliance hurdles, political instability, currency fluctuations, established competition, and cultural differences. Additional costs related to marketing, IP rights, establishing supplier and vendor relationships, import/export duties, and logistical challenges such as poor infrastructure or supply chain disruptions may affect Aecon's profitability. Although there is no risk-free way to enter a new market, Aecon's management carries out market entry planning and invests in developing a market entry strategy that reflects the political, economic and cultural environment. External advisors are also engaged in navigating regulations and identifying potential partners, clients, and suppliers who can support Aecon's market entry efforts.

h. Industry Competition

Aecon operates businesses in highly competitive sectors and geographic markets in Canada, the United States and, on a select basis, internationally. Aecon competes with other major contractors, as well as many mid-size and smaller companies, across a range of industry sectors. In addition, the number of international companies

operating in the Canadian marketplace makes the market more competitive. Each competitor has its own advantages and disadvantages relative to Aecon. New contract awards and contract margin are dependent on the level of competition and the general state of the markets in which the Company operates. Fluctuations in demand in the sectors in which the Company operates may impact the degree of competition for work. Competitive position is based on a multitude of factors including pricing, ability to obtain adequate bonding, backlog, financial strength, appetite for risk, reputation for safety, quality, timeliness and experience. Aecon has little control over and cannot otherwise affect what these competitive factors are. If the Company is unable to effectively respond to these competitive factors, results of operations and financial condition will be adversely impacted. In addition, a prolonged economic slump or slower than anticipated recovery may affect one or more of Aecon's competitors or the markets in which it operates, resulting in increased competition in certain market sectors, price or margin reductions or decreased demand for services, which may adversely affect results.

i. Concessionaire

In addition to providing design, construction, procurement, operation, maintenance, and other services on a given project, Aecon will sometimes invest as a concessionaire in an infrastructure asset. In such instances, Aecon assumes a degree of risk (essentially equity risk) associated with the performance of the asset during the concession period. The Bermuda International Airport is a current example of such an asset. The financing arrangements on concession projects are typically based on a set of projections regarding the cash flow to be generated by the asset during the life of the concession. The ability of the asset to generate the cash flows required to provide a return to the concessionaire can be influenced by a number of factors, some of which are partially beyond the concessionaire's control, such as, among others, political or legislative changes, traffic demand and thus operating revenues, collection success and operating cost levels.

While project concession agreements often provide a degree of risk mitigation, and insurance products are available to limit some of the concession risks, the value of Aecon's investment in these infrastructure assets can be impaired, and certain limited risk guarantees can be called, if the financial performance of the asset does not meet certain requirements.

j. Dependence on the Public Sector

A significant portion of Aecon's revenue is derived from contracts with various levels of government or their agencies. Consequently, any reduction in demand for Aecon's services by the public sector, whether from traditional funding constraints, the long-term impact of weak economic conditions (including future budgetary constraints, concerns regarding deficits or an eroding tax base), changing political priorities, change in government, cancellation or delays in projects caused by the election process would likely have an adverse effect on the Company if that business could not be replaced from within the private sector.

Large government-sponsored projects typically have lengthy and often unpredictable lead times associated with the government review and political assessment process. The time delays and pursuit costs incurred as a result of this lengthy process, as well as the often-unknown political considerations that can be part of any final decision, constitute a significant risk to those pursuing such projects.

Moreover, as part of its business dealings with governmental bodies, Aecon must comply, and must take measures to ensure that the companies it partners with comply, with public procurement laws and regulations aimed at ensuring that public sector bodies award contracts in a transparent, competitive, efficient, ethical and non-discriminatory way. Although Aecon has adopted control measures and implemented policies and procedures to mitigate such risks, these control measures, policies and procedures may not always be sufficient to protect the Company from the consequences of acts prohibited by public procurement laws and regulations committed by its directors, officers, employees and agents. For a detailed description of the Company's exposure to corruption and bribery risks, see "Risk Factors – International/Foreign Jurisdiction Factors" herein. If Aecon fails to comply with these laws and regulations it could be subject to administrative or civil liabilities and to

mandatory or discretionary exclusion or suspension, on a permanent or temporary basis, from contracting with governmental bodies in addition to other penalties and sanctions that could be incurred by the Company.

k. Weather Conditions

Unfavourable weather conditions represent one of the most significant uncontrollable risks for Aecon to the extent that such risk is not mitigated through contractual terms, insurance or otherwise. Construction projects are susceptible to delays as a result of extended periods of poor weather, which can have an adverse effect on profitability arising from either late completion penalties imposed by the contract or from the incremental costs arising from loss of productivity, compressed schedules, or from overtime work utilized to offset the time lost due to adverse weather and additional costs to modify means and methods to perform work in different-than-expected weather. See “Risk Factors – Risks Related to Environment and Extreme Weather” herein for the discussion of extreme weather risks.

l. Labour Factors

A significant portion of Aecon’s labour force is unionized and, accordingly, Aecon is subject to the detrimental effects of a strike or other labour action, in addition to competitive cost factors.

The Company’s future prospects depend to a significant extent on its ability to attract and retain sufficient skilled workers. The construction industry is from time to time faced with a shortage of skilled labourers in some areas and disciplines. The resulting competition for labour may limit the ability of the Company to take advantage of available opportunities, or alternatively, may impact the profitability of such endeavours. The Company believes that its union relationships, size, and industry reputation will help mitigate this risk, but there can be no assurance that the Company will be successful in identifying, recruiting or retaining a sufficient number of skilled workers.

m. Insurance

Aecon maintains insurance in order to both satisfy the requirements of its various construction contracts as well as a corporate risk management strategy. Failure to secure adequate insurance coverage could lead to uninsured losses or limit Aecon’s ability to pursue some construction contracts, both of which could impact results. Insurance products from time-to-time experience market fluctuations that can impact pricing and availability. Therefore, senior management, through Aecon’s insurance broker, monitors developments in the insurance markets so that the Company’s insurance needs are met. If any of Aecon’s third-party insurers fail, refuse to renew or revoke coverage, refuse to cover claims, or otherwise cannot satisfy their requirements to Aecon, the Company’s overall risk exposure could be materially increased.

Insurance risk entails inherent unpredictability that can arise from assuming long-term policy liabilities or from uncertainty of future events. Although Aecon has in the past been able to meet its insurance needs, there can be no assurances that Aecon will be able to secure all necessary or appropriate insurance on a going forward basis. Insurance premiums or deductibles may also increase, resulting in higher costs to the Company.

n. Environmental and Safety Factors

During its history, Aecon has experienced a number of incidents, emissions or spills of a non-material nature in the course of its construction activities. Although none of these environmental incidents to date have resulted in a material liability to Aecon, there can be no guarantee that any future incidents will also not be material.

Aecon is subject to, and complies with, federal, provincial, and municipal environmental legislation in all of its operations. Aecon recognizes that it must conduct all of its business in such a manner as to both protect and

preserve the environment in accordance with this legislation. At each place where work is performed, Aecon develops and implements a detailed quality control plan as the primary tool to demonstrate and maintain compliance with all environmental regulations and conditions of permits and approvals. Given its more than one-hundred-year history in the construction industry, the large number of companies incorporated into its present structure, and the fact that environmental regulations tend not to have a statute of limitations, there can be no guarantee that a historical claim may not arise on a go forward basis. Management is not aware of any pending environmental legislation that would be likely to have a material impact on any of its operations, capital expenditure requirements or competitive position, although there can be no guarantee that future legislation (including without limitation the introduction of environmentally-focused legislation that may impact aspects of Aecon's business) will not be proposed and, if implemented, might have an impact on the Company and its financial results. Please see "Risk Factors – Risks Related to Environment and Extreme Weather" herein for a discussion of extreme weather risks.

Aecon is also subject to, and complies with, health and safety legislation in all of its operations in the jurisdictions in which it operates. The Company recognizes that it must conduct all of its business in such a manner as to ensure the protection of its workforce and the general public. Aecon has developed a health and safety program; nevertheless, given the nature of the industry, accidents will inevitably occur from time to time. Management is not aware of any pending health and safety legislation or prior incidents which would be likely to have a material impact on any of its operations, capital expenditure requirements or competitive position. Nevertheless, there can be no guarantee with respect to the impact of future legislation or accidents. Increasingly across the construction industry, safety standards, records and culture are an integral component of winning new work. Should Aecon fail to maintain its safety standards, such failure may lead to termination of contracts and/or impact future job awards, and could therefore impact financial results.

o. Cyclical Nature of the Construction Industry

Fluctuating demand cycles are common in the construction industry and can have a significant impact on the degree of competition for available projects. As such, fluctuations in the demand for construction services or the ability of the private and/or public sector to fund projects in the current economic climate could adversely affect backlog and margin and thus Aecon's results.

Given the cyclical nature of the construction industry, the financial results of Aecon, similar to others in the industry, may be impacted in any given period by a wide variety of factors beyond its control (as outlined herein) and, as a result, there may be from time to time, significant and unpredictable variations in Aecon's quarterly and annual financial results.

p. Nuclear Liability

Aecon's Nuclear sector supports clients across various types of work in the nuclear industry, which includes construction and fabrication services, such as reactor new builds and the refurbishment of current nuclear reactors, and decommissioning. While Aecon's management, with the guidance of external advisors, monitors nuclear regulatory policies and practices in the jurisdictions where it operates, with an emphasis on the safety of nuclear installations, protection of workers against ionizing radiation and preservation of the environment, the work that Aecon performs can subject the Company to risks arising out of a nuclear, radiological or criticality incident, whether or not within the Aecon's control.

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

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

q. Force Majeure Events

The Company is exposed to various risks arising out of extraordinary or force majeure events beyond the Company's control, such as epidemics or pandemics, acts of war, terrorism, strikes, protests or social or political unrest generally. Such events could disrupt the Company's operations, result in shortages of materials and equipment, cause supply chain delays or delivery failures, or lead to the realization of or exacerbate the impact of other risk factors. To the extent that such risks are not mitigated contractually through provisions that provide the Company with relief from its schedule obligations and/or cost reimbursement, the Company's financial condition, results of operations or cash flows may be adversely affected.

Reliance on global networks and supply chains, rates of international travel and the significant number of people living in high-density urban environments increase humanity's susceptibility to infectious disease. Epidemics occurring in regions in which Aecon operates and pandemics that pose a global threat can negatively impact business operations by disrupting the supply chain and causing high absenteeism across the workforce. Similarly, disasters arising from extraordinary or force majeure events may result in disruptions resulting from the evacuation of personnel, cancellation of contracts, or the loss of workforce, contractors or assets. In addition, a disaster may disrupt public and private infrastructure, including communications and financial services, which could disrupt the Company's normal business operations.

Aecon has implemented a business continuity plan to assist with preparing for, and managing the impact of, an extraordinary or force majeure event by identifying core services, developing a communications strategy and protecting the health and safety of its employees. While the business continuity plan may mitigate the impact of an extraordinary or force majeure event, minimize recovery time and reduce business losses, the plan cannot account for all possible unexpected events. An extraordinary or force majeure event therefore may have material adverse financial implications for the Company.

r. Internal and Disclosure Controls

Inadequate disclosure controls or ineffective internal controls over financial reporting could result in an increased risk of material misstatements in the financial reporting and public disclosure record of Aecon. Inadequate controls could also result in system downtime, give rise to litigation or regulatory investigation, fraud or the inability of Aecon to continue its business as presently constituted. Restrictions related to a hybrid working model for office-based employees have necessitated modified controls during the consolidation and finalization of financial statements.

Aecon has designed and implemented a system of internal controls and a variety of policies and procedures to provide reasonable assurance that material misstatements in the financial reporting and public disclosures are prevented and detected on a timely basis and other business risks are mitigated. In accordance with the guidelines adopted in Canada, Aecon assesses the effectiveness of its internal and disclosure controls using a

top-down, risk-based approach in which both qualitative and quantitative measures are considered. An internal control system, no matter how well conceived and operated, can provide only reasonable – not absolute – assurance to management and the Board regarding achievement of intended results. Aecon’s current system of internal and disclosure controls places reliance on key personnel across the Company to perform a variety of control functions including key reviews, analysis, reconciliations and monitoring. The failure of individuals to perform such functions or properly implement the controls as designed could adversely impact results.

s. Integration and Acquisition

Aecon has made a number of acquisitions in recent years and may continue to pursue acquisition opportunities in accordance with its strategic plan. The integration of any acquisition raises a variety of issues including, without limitation, identification and execution of synergies to achieve anticipated economies of scale, elimination of cost duplication, systems integration (including accounting and information technology), execution of the pre-deal business strategy in an uncertain economic market, development of common corporate culture and values, integration and retention of key staff, retention of current clients as well as a variety of issues that may be specific to Aecon and the industry in which it operates. Additional risks include the discovery of undisclosed or underestimated liabilities and the possibility that acquired intangible assets or goodwill may become impaired in the future, requiring charges to earnings.

Although Aecon collaborates with the leadership teams of acquired entities to design a culture that promotes delivery of desired results, there can be no assurance that Aecon will maximize or realize the full potential of any of its acquisitions. A failure to successfully integrate operations, systems, technologies and different corporate cultures and to execute a combined business plan could materially impact the future financial results of Aecon. Likewise, a failure to expand the existing client base and achieve sufficient utilization of the assets acquired could also materially impact the future financial results of Aecon.

t. Reputation in the Construction Industry

Reputation and goodwill play an important role in the long-term success of any company in the construction industry. Negative opinion may impact long-term results and can arise from a number of factors including perceived competence, losses on specific projects, questions concerning business ethics and integrity, corporate governance, environmental and extreme weather impact awareness, the accuracy and quality of financial reporting and public disclosure as well as the quality and timing of the delivery of key products and services. Aecon has implemented various procedures and policies to help mitigate this risk, including the adoption of Aecon’s Code of Ethics and Business Conduct (the “Code”) which all employees are expected to review and abide by, and an ethical due diligence process to vet prospective partners, international subcontractors and third-party intermediaries. Nevertheless, the adoption of corporate policies, training of employees and vetting of third parties cannot guarantee that a future breach or breaches of the Code or other corporate policies will not occur which may or may not impact the financial results of the Company.

u. Aecon’s Utility Business has a Third-Party Equity Investor

In October 2023, Aecon completed a transaction pursuant to which Splice Holdings S.à r.l., an entity managed by the Power Opportunities strategy of Oaktree Capital Management, L.P., (“Oaktree”) acquired 154,640 preferred shares in the capital of Aecon Utilities Group Inc. (“AUGI”), a subsidiary of Aecon which owns Aecon’s utilities business. The preferred shares are convertible at any time by Oaktree into a fixed 27.5% of the common equity of AUGI. The agreement entitles Oaktree to the greater of 1.5x their invested capital, the accreted value of the instrument, or 27.5% of the equity value of AUGI, and depending on the timing of a potential redemption, the cost of the redemption may exceed the accounting book value of the liability on the balance sheet. As discussed under “Three-Year History – Sale of 27.5% Interest in Aecon Utilities Group Inc.” herein, both the terms of Oaktree’s preferred shares and the shareholders’ agreement entered into by Aecon, AUGI and Oaktree

provide Oaktree with certain governance and other rights regarding AUGI and its subsidiaries such that Oaktree has the ability to exert influence over many matters affecting AUGI's business, policies and affairs. Without limiting the foregoing, subject to certain conditions, Oaktree is entitled to two nominees on the board of AUGI, pre-emptive rights, registration rights, liquidity rights and, in the ordinary course, approval rights over certain activities of AUGI and its subsidiaries, including incurring indebtedness above certain levels or amalgamating, merging with or acquiring another business with an enterprise value in excess of certain thresholds, and, in circumstances in which AUGI is in breach of its obligations under the shareholders' agreement, Oaktree has additional approval rights, including with respect to the declaration and payment of dividends. In addition, Oaktree has certain liquidity rights that, if exercised, could have an adverse effect on Aecon's cash flows and debt covenants and, in certain circumstances where Aecon is unable to satisfy the liquidity rights, could lead to a sale of some or all of the utilities business. Furthermore, the interests of Oaktree may differ from the interests of Aecon and its shareholders in material respects. In that regard, Oaktree may from time to time have other investments that are permitted, subject to certain conditions provided in the shareholders' agreement, to compete with the business of AUGI.

2. Liquidity, Capital Resources and Financial Position Risks

a. Ongoing Financing Availability

Aecon's business strategy involves the selective growth of its operations through internal growth and acquisitions. Aecon requires substantial working capital during its peak busy period. Aecon relies on its cash position and the availability of credit and capital markets to meet these working capital demands. As Aecon's business grows, Aecon is continually seeking to enhance its access to funding in order to finance the working capital associated with this growth. However, given the expected demand for infrastructure services over the next several years based on announced government infrastructure programs and related investment commitments and the size of many of these projects, Aecon may be constrained in its ability to capitalize on growth opportunities to the extent that financing is either insufficient or unavailable. Further, instability or disruption of capital markets, or a weakening of Aecon's cash position could restrict its access to or increase the cost of obtaining financing. Aecon cannot guarantee that it will maintain an adequate cash flow to fund its operations and meet its liquidity needs. Additionally, if the terms of Aecon's credit facilities are not met and compliance with its covenants are not achieved, lenders may terminate Aecon's right to use its credit facilities or demand repayment of whole or part of all outstanding indebtedness, which could have a material adverse effect on Aecon's financial position. One or more third parties drawing on letters of credit or guarantees could have a material adverse effect on Aecon's cash position and operations.

Some of Aecon's clients also depend on the availability of credit to finance their projects. If clients cannot arrange financing, projects may be delayed or cancelled, which could have a material adverse effect on Aecon's growth and financial position. A reduction in a client's access to credit may also affect Aecon's ability to collect payments, negotiate change orders, and settle claims with clients which could have a material adverse effect on Aecon's financial position.

b. Access to Bonding, Pre-qualification Rating and Letters of Credit

Many of Aecon's construction contracts require sufficient bonding, pre-qualification rating or letters of credit. The issuance of bonds under surety facilities is at the sole discretion of the surety company on a project-by-project basis. As such, even sizeable surety facilities are no guarantee of surety support on any specific individual project. Although the Company believes it will be able to continue to maintain surety capacity adequate to satisfy its requirements, should those requirements be materially greater than anticipated, or should sufficient surety capacity not be available to Aecon or its joint arrangement partners (see "Risk Factors - Large Projects" herein) for reasons related to an economic downturn, Aecon's financial performance or otherwise, or should the cost of bonding rise substantially (whether Aecon specific or industry wide), these events may have an adverse effect

on the ability of Aecon to operate its business or take advantage of all market opportunities. The Company also believes that it has sufficient capacity with respect to letters of credit to satisfy its requirements, but should these requirements be materially greater than anticipated or should industry capacity be materially impacted by domestic or international conditions unrelated to Aecon, this may have an adverse effect on the ability of Aecon to operate its business.

c. Adjustments in Backlog

There can be no assurance that the revenues projected in Aecon's backlog at any given time will be realized or, if realized, that they will perform as expected with respect to margin. Projects may from time to time remain in backlog for an extended period of time prior to contract commencement, and after commencement may occur unevenly over current and future earnings periods. Project suspensions, terminations or reductions in scope do occur from time to time in the construction industry due to considerations beyond the control of a contractor such as Aecon and may have a material impact on the amount of reported backlog with a corresponding impact on future revenues and profitability. A variety of factors outlined in these "Risk Factors" including, without limitation, the failure to replace the revenue generated from large projects on a going forward basis, conditions in resource related sectors and the impact of economic weakness could lead to project delays, reductions in scope and/or cancellations which could, depending on severity, negatively affect the ability of the Company to replace its existing backlog, which may adversely impact results.

d. Tax Accrual Risks

Aecon is subject to income taxes in Canada and several foreign jurisdictions. Significant judgment is required in determining the Company's worldwide provision for income taxes. In the ordinary course of business, there are many transactions and calculations where the ultimate tax determination is uncertain. Although Aecon believes its tax estimates are reasonable, there can be no assurance that the final determination of any tax audits and litigation will not be materially different from that reflected in historical income tax provisions and accruals. Although management believes it adequately provides for any additional taxes that may be assessed as a result of an audit or litigation, the occurrence of either of these events could have a material adverse effect on the Company's current and future results and financial condition.

e. Impairment in the Value of Aecon's Assets

New events or circumstances may lead Aecon to reassess the value of goodwill, property, plant and equipment, and other non-financial assets, and record a significant impairment loss, which could have a material adverse effect on its financial position. Goodwill and intangible assets with indefinite lives are tested for impairment by applying a fair value test in the fourth quarter of each year and between annual tests if events occur or circumstances change, which suggest the goodwill or intangible assets should be evaluated. The net carrying amounts of property, plant and equipment assets are reviewed for impairment either individually or at the cash-generating unit level when events and changes in circumstances indicate the carrying amount may not be recoverable. Aecon's financial assets, other than those accounted for at fair value, are assessed for indicators of impairment quarterly. In such cases, Aecon may be required to reduce carrying values to their estimated fair value. Aecon's estimates of future cash flows are inherently subjective, which could have a significant impact on the analysis. Further, there could be a material adverse effect on Aecon's financial position and compliance under its credit facilities from any future write-offs or write-downs of Aecon's projects, assets or in the carrying value of its investments.

f. Dependence on Subsidiaries to Help Repay Indebtedness

A significant portion of the Company's assets is the capital stock of its subsidiaries, and the Company conducts

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

The Company's subsidiaries are separate and distinct legal entities and may have significant liabilities. The ability of these entities to pay dividends or make other loans, advances or payments to the Company will depend upon their operating results and will be subject to applicable laws and shareholder agreements. In addition, certain other agreements governing certain subsidiaries of the Company contain restrictions on the payment of dividends and distributions, as well as specified liquidity covenants. Also, a number of the Company's material subsidiaries have provided guarantees of the Company's primary third-party debt instruments and obligations, including the Company's Credit Agreements.

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

g. Dividends

The declaration and payment of dividends on common shares are at the discretion of the board of directors of the Company. The cash available for dividends is a function of numerous factors, including the Company's financial performance, dividends and cash flow from subsidiaries, the impact of interest rates, debt covenants and obligations, working capital requirements and future capital requirements. Accordingly, there is no guarantee that Aecon will be able to pay any cash dividends on the common shares.

3. International/Foreign Jurisdiction Factors

Aecon is from time to time engaged in projects in foreign jurisdictions, focusing on its core markets, namely Canada, the United States, the Caribbean and Latin American nations. International projects can expose Aecon to risks beyond those typical for its activities in Canada, its home market, including without limitation, economic, geopolitical, geotechnical, military risks, limitations on repatriation of undistributed profits, currency and foreign exchange risks, adoption of new or expansion of existing tariffs and/or taxes or other restrictions, sanctions risk, partner or third-party intermediary misconduct risks, difficulties in staffing and managing foreign operations, and other risks beyond the Company's control, including the duration and severity of the impact of global economic downturns.

a. Tax

The Company is subject to income taxes in various foreign jurisdictions. A significant change in tax laws could have an adverse effect on Aecon's profitability. More than 100 foreign jurisdictions have agreed to implement a new global minimum tax regime ("Pillar Two") based on model rules published by the Organization for Economic Cooperation and Development. The proposed Pillar Two rules are intended to ensure that large qualifying

multinational enterprises (“MNE”) pay a minimum tax of 15% on the income arising in each jurisdiction in which they operate. To the extent that a qualifying MNEs’ effective tax rate equals or exceeds at least 15% for the fiscal year ending December 31, 2024, or meets the qualified substance-based income exclusion, they will qualify for the Transitional Country by Country Safe Harbor (“TCSH”) for FY 2024-2026, which provides an exemption from preparing detailed GLoBE calculations and reporting for the jurisdiction. The Effective Tax Rate test requires a minimum of 16% for fiscal years beginning in 2025, and 17% for fiscal years beginning after December 31, 2025. The impact on Aecon will depend on how each jurisdiction implements the model rules, as well as the profitability and local tax liabilities of Aecon’s operations in those jurisdictions.

b. Corruption and Bribery

The Canadian *Corruption of Foreign Public Officials Act* and similar anti-corruption laws in other jurisdictions generally prohibit companies and their intermediaries from making improper payments to public officials or others for the purpose of obtaining or retaining business. While Aecon’s policies mandate compliance with these anti-corruption laws, Aecon may in the future operate in parts of the world that have experienced corruption to some degree. Aecon trains its employees with respect to anti-corruption issues, and takes steps to require its partners, subcontractors, suppliers, vendors, agents and others who work for Aecon or on its behalf to comply with anti-corruption laws. Aecon has procedures and controls in place to perform appropriate due diligence and monitor compliance. However, there is no assurance that Aecon’s internal controls and procedures will always protect the Company from possible improper payments made by its employees or agents. If Aecon is found to be liable for violating anti-corruption laws, the Company could suffer from criminal or civil penalties or other sanctions, including contract cancellations or debarment and loss of reputation, any of which could have a material adverse effect on its business.

Money laundering and related crimes pose a threat to the stability and integrity of the financial sector and the broader economy. Consequently, the international community is increasingly prioritizing its fight against these illegal activities. Aecon is committed to all anti-money laundering regulatory requirements and has implemented procedures, processes and controls with respect to due diligence, record keeping, reporting and training in jurisdictions in which it operates, to attenuate exposure to such illegal activities. However, there are no assurances that Aecon’s procedures, processes and controls will be sufficient to prevent or detect the occurrence of money laundering and related crimes.

c. Contracts and Transactions

Aecon continually evaluates its exposure to unusual risks inherent in international projects and, where deemed appropriate in the circumstances, mitigates these risks through specific contract provisions, insurance coverage and forward exchange agreements. However, there are no assurances that such measures would offset or materially reduce the effects of such risks. For additional details, see Note 29 “Financial Instruments” to the Company’s audited consolidated financial statements and the notes thereto for the year ended December 31, 2025.

Transactional foreign exchange risks are actively managed and hedged where possible and considered cost effective, when directly tied to quantifiable contractual cash flows accruing directly to Aecon within periods of one or two years. Operations in foreign jurisdictions, including major projects executed through joint arrangements, generally have a longer term and result in foreign exchange translation exposures that Aecon has not hedged. Such translation exposure will have an impact on Aecon’s consolidated financial results. Practical and cost-effective hedging options to fully hedge this longer-term translational exposure are not generally available.

d. Political and Social Instability

Aecon's international operations are subject to risks related to political conditions in certain foreign jurisdictions where it operates, including embargoes and sanctions, civil unrest, extortion against businesses, disruption of supply chains, expropriation of property, absence of law enforcement and other forms of unexpected instability which may adversely impact the Company's results. Aecon has implemented protective factors and proactive strategies that decrease vulnerabilities, however there is no guarantee that these measures will be sufficient to address the current security crisis.

e. Repatriation of Funds

The repatriation of cash in the form of dividends from Aecon's foreign affiliates is at the discretion of the local management of the Company. The cash available for dividends is a function of numerous factors, including the Company's financial performance, cash flow from operations, the impact of debt covenants, warranties and other obligations, withholding tax obligations, and working capital requirements. Accordingly, the amount of cash Aecon can repatriate is uncertain, and therefore, there is no guarantee that Aecon will be able to pay any cash dividends.

4. Risks Related to Information Systems, Technology and Intellectual Property

a. Cyber Interruption or Failure of Information Systems

Aecon relies extensively on information systems, data and communication networks to effectively manage its operations. Complete, accurate, available and secure information is vital to the Company's operations and any compromise in such information could result in improper decision making, inaccurate or delayed operational and/or financial reporting, delayed resolution to problems, breach of privacy and/or unintended disclosure of confidential materials. Aecon has established safeguards and access controls to protect its information systems and infrastructure and maintains a cyber insurance policy to mitigate impacts of cyber incidents.

Aecon relies on information technology systems to manage its operations, including for reporting its results of operations, collection and storage of client data, personal data of employees and other stakeholders, and various other processes and transactions. Certain systems are managed by third-party service providers that are engaged and given access to, or store, Aecon data. As a result, Aecon is exposed to cybersecurity, availability and data protection risks arising not only from its own environment, but also from the systems and controls of third-party service providers. In order to support its operations, Aecon is implementing new information systems and technology related tools. An unsuccessful roll out of this program could cause operational and financial disruption. Aecon has similar exposure to security risks faced by other large companies that have data stored on their information technology systems.

Ransomware and other forms of cyber extortion continue to represent significant threats to Aecon and to organizations globally. The threat landscape has evolved to include increasingly sophisticated attack methods, including social engineering, phishing and malware campaigns that may leverage automation and artificial intelligence. Hybrid and remote working arrangements continue to expand the potential attack surface, increasing the risk of unauthorized access to corporate systems and data. Cyber criminals are adapting their tactics, exposing new forms of data theft, including employees' personal information, corporate data, client and customer information, intellectual property and key infrastructure. Aecon has experienced increased volumes of phishing attempts and fraudulent communications directed at employees and continues to implement mitigation measures, including employee training, monitoring, detection and incident response controls.

Given the rapid evolution and sophisticated level of cyber incidents, security measures and controls implemented by Aecon may not be sufficient to prevent third-party access of digital data from Aecon's or its third-party service providers' systems with the intent to misappropriate information, corrupt data or cause operational disruptions. Such incidents could cause delays in the Company's operations and construction projects, result in lost revenues

due to a disruption of activities, lead to the loss, destruction, inappropriate use or theft of confidential data, or result in theft of confidential information, including the Company's or its clients' or joint arrangement partners' intellectual property. If any of the foregoing events occurs, the Company may be exposed to a number of consequences, including potential litigation or regulatory actions and reputational damage, which could have a material adverse effect on the Company.

b. Outsourced Software

Aecon relies on third-party providers of software and infrastructure to run critical accounting, project management and financial systems. Aecon's reliance on these third-party systems exposes it to risks arising from software defects, service outages, cybersecurity incidents, or the discontinuation, modification or inadequate support of such systems. Any disruption, degradation or failure of third-party software or infrastructure could adversely affect Aecon's operations.

c. Protection of Intellectual Property and Proprietary Rights

The Company depends, in part, on its ability to protect its intellectual property rights. Aecon relies primarily on patent, copyright, trademark and trade secret laws to protect its proprietary technologies. The failure of intellectual property protections to adequately safeguard Aecon's proprietary rights could enable competitors to replicate or derive similar products, services or processes, potentially resulting in reduced competitiveness, lower revenues or diminished margins.

The Company's trademarks and trade names are registered in relevant jurisdictions where it operates and the Company intends to keep these filings current and seek protection for new trademarks to the extent consistent with business needs. The Company relies on trade secrets and proprietary know-how and confidentiality agreements with employees, partners, and third parties to protect certain technologies and processes. However, these measures may not prevent unauthorized disclosure, misappropriation or infringement of the Company's intellectual property.

d. Artificial Intelligence Risk

Aecon continues to adopt and expand the use of Artificial Intelligence ("AI") technologies across its operations. While AI may enhance efficiency, productivity and decision-making, the use of AI also presents risks, including the potential for biased or inaccurate outputs, data privacy and security issues, intellectual property concerns, and unintended consequences arising from reliance on automated or semi-automated systems.

Aecon has implemented an AI Usage Policy and established an AI Strategy and Governance Council, comprised of executive and senior leadership, to oversee AI strategy, governance and risk management. Notwithstanding these measures, the rapid evolution of AI technologies, including generative AI, may outpace the development of internal controls, regulatory frameworks and best practices. The misuse or failure of AI systems, or inadequate oversight of AI-enabled tools, could result in data breaches, operational or reputational harm, regulatory exposure or legal liability, which could adversely affect the Company.

5. Economic and Strategic Risks

a. Economic Factors

Aecon's profitability is closely tied to the general state of the economy in those geographic areas in which it operates. More specifically, the demand for construction and infrastructure development services, which is the principal component of Aecon's operations, would typically be the largest single driver of the Company's growth

and profitability. In periods of strong economic growth and in some cases in periods of economic recovery, there is generally an increase in the number of opportunities available in the construction and infrastructure development industry as capital spending increases. In periods of weak economic growth, the demand for Aecon's services from private sector and public authority clients may be adversely affected.

Inflation as measured by the Consumer Price Index (CPI) in Canada rose 2.1% on an annual basis in 2025, down from 2.4% in 2024 and 3.9% in 2023, following a 40-year high increase of 6.8% in 2022 and a 3.4% increase in 2021. The decrease in inflation in 2024 and 2025 resulted in cuts to interest rates, while the increase in inflation in 2022 and 2023 resulted in interest rate increases commencing in 2022 and continuing into 2023. While inflation is currently near the Bank of Canada's target of 2%, any increase in inflation may lead to future increases in interest rates. Higher inflation and a resulting monetary tightening policy increases Aecon's borrowing costs and can result in increased costs for labour, raw materials, and other inputs to the extent these cannot be passed on to clients. It may also impact the decisions of private and public sector clients when considering whether to proceed with projects that might otherwise have gone ahead.

In North America, which tends to have relatively sophisticated infrastructure, Aecon's profitability is dependent both on the development, rehabilitation, and expansion of basic infrastructure (such as, among others, highways, airport terminals, transit systems and power plants) and on the type of infrastructure that flows from commercial and population growth. Commercial growth demands incremental facilities for the movement of goods within and outside of the community, along with water and sewer systems and heat, light and power supplies. Population growth creates a need to move people to and from work, schools, and other public facilities, and demands similar services to new homes. Growth in both of these areas, with the possible exception of road maintenance and construction, is directly affected by the general state of the local economy.

The ongoing uncertainties regarding a prolonged economic downturn in the markets in which Aecon operates, related constraints on public sector funding, including as a result of government deficits and the ultimate ability of government action to contribute to an economic rebound may impact Aecon's clients and its business in 2026 and beyond and may have a significant adverse impact on Aecon's operations.

b. Tariffs

Throughout 2025, the current United States administration imposed various tariffs on Canada and other countries by way of executive orders, including universal tariffs on steel, aluminum and automotive imports, with Canada imposing counter tariffs in response. Whether some of the executive orders are within the authority granted to the President by Congress under the International Emergency Economic Powers Act ("IEEPA") has been under consideration by the United States Supreme Court ("SCOTUS") and on February 20, 2026, the administration received an unfavourable ruling regarding the ability to impose tariffs under IEEPA absent congressional approval. The administration has asserted that it intends to pursue other avenues to achieve similar outcomes.

The impact of any tariffs or other measures, once implemented, is subject to a number of factors, including the effective date and duration of such tariffs or measures, changes in the amount, scope and nature of the tariffs or measures in the future, any further countermeasures that may be taken (which could increase the cost or availability of materials for Aecon or its clients), and any mitigating actions that may become available. The introduction of tariffs or non-tariff measures could cause some volatility for Aecon, and some purchased materials could be impacted and increase costs and/or reduce availability. Efforts would be made to mitigate these impacts by purchasing from alternative sources or by passing these escalated costs on to clients. Additionally, some clients could be impacted by tariffs or non-tariff measures, resulting in less spending by customers on construction projects. Higher raw material costs brought about by tariffs or other measures or delayed or cancelled projects could have a material adverse effect on Aecon's future earnings and financial position.

c. Trade Agreements

The United States-Mexico-Canada Agreement (“USMCA”), which came into force in 2020, is entering a critical, scheduled joint review in July 2026 to assess its effectiveness, address issues, and decide on a 16-year extension. The ordinarily routine review may turn into a material renegotiation driven in part by political and other factors, including the upcoming midterm elections in the United States. Companies based in Canada, including Aecon, rely on the predictable trading environment that exists under the USMCA. Consequently, the outcome of the review is critical for maintaining stable, integrated supply chains in North America, with potential for significant impacts on trade, investment, and future economic policy which may affect Aecon’s operations and future earnings. Furthermore, Canada’s economic growth, which is highly trade-dependent, could be negatively impacted, with adverse effects on Canadian businesses like Aecon.

Despite the operation of the USMCA which establishes a preferential tariff treatment for USMCA compliant goods, in January 2026, the United States threatened new tariffs on Canadian goods if Canada pursues specific trade deals with non-market economies like China. For greater detail regarding tariffs, see “Risk Factors – Tariffs” herein.

d. Increases in the Cost of Raw Materials

The cost of raw materials represents a significant component of Aecon’s operating expenses. As contractors are not always able to pass such risks on to their customers, unexpected increases in the cost of raw materials may negatively impact the Company’s results. Inflation on the cost of raw materials, increased demand for raw materials used in construction, such as metals, cement and wood products, resulting in periodic supply shortages as well as inflation as well as supply chain disruptions has contributed to an increase in raw material prices with upstream impacts through global supply chains. Tariffs on raw materials between nations may also impact the cost of raw materials from time to time. Unanticipated fluctuations in the costs of raw materials and periodic supply shortages may add a significant risk to many vendors and subcontractors, some of whom may respond by no longer guaranteeing price or availability on long-term contracts, which in turn increases the risk for contractors who are not always able to pass this risk on to their customers. Although Aecon attempts to mitigate these risks through contractual means or purchasing approaches, there is no guarantee that increases to input costs will not negatively impact Aecon’s future earnings and financial position.

e. Resources and Commodities Sector

Delays, scope reductions and/or cancellations in previously announced or anticipated projects in the resources and commodities sector could be impacted by a variety of factors. General factors include but are not limited to: the prices of oil, natural gas and other commodities; market volatility; the impact of global economic conditions affecting demand or the worldwide financial markets; cost overruns on announced projects; efforts by owners to contractually shift risk for cost overruns to contractors; fluctuations in the availability of skilled labour; lack of sufficient governmental investment or infrastructure to support growth; the introduction or repeal of environmentally-focused legislation (such as a carbon tax); negative perception of the oil sands and gas industry and related potential environmental impact; the need for consent from or consultation with Indigenous peoples impacted by proposed projects; and a shortage of sufficient pipeline and/or transportation infrastructure to transport production to major markets.

The prices of oil, natural gas and other commodities are determined based on world demand, supply, production, speculative activities and other factors, all of which are beyond the control of the Company. Investment decisions by some of Aecon’s clients are dependent on the clients’ outlook on long-term commodity prices. If that outlook is unfavourable it may cause delay, reduction or cancellation of current and future projects, including pipeline projects. A material reduction in oil and gas development, commodity mining, transportation or distribution activities and capital expenditure plans of some of the Company’s clients due to, among other reasons, the perception that a pandemic, war or other similarly disruptive international crisis may have lasting impacts on the

consumption of oil, gas, and other commodities, could have a negative effect on the frequency, number and size of the projects for which the Company would bid (For greater detail, see “Risk Factors – Force Majeure Events” herein.).

Given the volatility of world oil, natural gas and commodity prices, a sustained period of low prices on a going forward basis for any reason may result in material differences in previously projected resource development projects. Postponements or cancellations of investment in existing and new projects could have an adverse impact on Aecon’s business and financial condition.

6. Risks Related to Environment and Extreme Weather

Environmental Management and extreme weather continues to attract considerable public, scientific and regulatory attention, while policy continues to evolve at regional, national and international levels. Aecon carefully considers the physical and non-physical impacts of the environment and extreme weather on the company.

a. Transition Risks

The transition to a lower carbon economy may disrupt traditional business models, infrastructure investment patterns, and project funding priorities. Aecon’s public and private sector clients may modify, defer, or cancel projects in response to evolving policies, regulatory requirements, investor expectations, or public perception. These changes may reduce the demand or alter the timing, scope or economics of certain projects.

Government action to address this may include changes to carbon pricing mechanisms, energy and fuel taxes, efficiency standards and regulation and reporting requirements. Such measures may increase compliance obligations, project complexity, and costs for Aecon and its clients.

b. Financial Impacts

As environmentally focused regulations, policies and market expectations evolve, Aecon’s cost of doing business may increase. The Company may incur higher operating costs, including increased insurance premiums, costs related to regulatory compliance, monitoring and reporting, and capital expenditures associated with equipment and materials that meet client or regulatory requirements. Aecon’s failure to comply with applicable laws and regulations could also result in penalties, litigation and reputational damage, or other adverse financial impacts.

c. Disclosure and Reputation Risks

Aecon is subject to increasing expectations from certain investors, regulators, clients and other stakeholders regarding its disclosures. Evolving regulatory requirements, have increased scrutiny of environmental claims and may increase the risk of reputational harm associated with perceived misstatements, omissions, or insufficient substantiation of environmental commitments and performance. Aecon may be subject to a broad range of additional environmental information requests by customers, potential customers and other stakeholders in certain regions and increasing levels of disclosure regarding environmental performance.

Certain stakeholders may hold differing views regarding the appropriate scope and ambition of climate-related action, which may increase the risk that actions or inactions by the Company are perceived negatively by certain stakeholders. Adverse stakeholder perceptions may affect Aecon’s reputation, competitive position, access to capital, or investment decisions.

d. Carbon Transition Technologies

Aecon's publicly disclosed greenhouse gas emission reduction targets are dependent on the ability to improve operational efficiency and adoption of efficient technologies, fuels and materials. Achievement of these targets may be adversely affected by factors beyond Aecon's control, including supply chain constraints, delays in the availability of suitable new technology, and reversal of clean fuel or emission related policies and standards, and could cause Aecon to fail to meet its commitments in the time frames it has set out or at all.

e. Physical Risks

Many of Aecon's construction activities are conducted outdoors and are therefore exposed to physical environmental and extreme weather risks. Aecon may experience increased severity, frequency, and unpredictability of extreme weather events, as well as longer-term shifts in weather patterns. Severe weather events, including storms, wildfires, floods, heatwaves and droughts, may result in project delays, work stoppages, damage to assets, increased health and safety risks, and supply-chain disruptions. Severe weather events may also affect the availability and cost of raw materials and may disrupt key manufacturing or logistics facilities. These impacts could increase project costs, reduce productivity, and adversely affect Aecon's financial performance, operating results, and long-term resilience. See "Risk Factors – Weather Conditions" herein for further details.

7. Social Risks

a. Human Capital

The development, attraction and retention of employees is a critical success factor for Aecon. The Company's continued growth and future success depends on its ability to identify, recruit, assimilate and retain key management, technical, project and business development personnel. Aecon also continues to emphasize employee development and training to empower its employees to unleash their full potential and has implemented programs to help identify top performers and rising talent. The competition for top talent, particularly during periods of high demand in certain sectors, is intense and there can be no assurance that the Company will be successful in identifying, recruiting or retaining such personnel.

Moreover, effective succession planning is a critical element of Aecon's talent management strategy. The Company invests in leadership development, but the failure to ensure effective knowledge transfer and leadership transitions could impact its implementation of its strategic plan.

b. Human Rights

Companies, including Aecon, are under increasing scrutiny to address human rights issues, including issues related to social, gender and racial matters. Aecon has made efforts to address evolving concerns relating to these issues by undertaking a census of its workforce, expanding initiatives tied to fostering a constructive workplace environment for our people, introducing mandatory training for employees to adhere with legal, regulatory, and internal policy requirements, and formalizing a clear process to be followed by Aecon leaders who become aware of an incident of concern of any kind. Aecon publicly reports under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada). Failure to effectively implement these initiatives may result in strategic, reputational and regulatory risks for Aecon.

8. General Risks

a. Shareholder Activism

In recent years, publicly traded companies have been increasingly subject to demands from activist shareholders advocating for changes to corporate governance practices or engaging in certain corporate actions. Responding to challenges from activist shareholders, such as proxy contests, media campaigns or other activities, could be costly and time consuming and could have an adverse effect on the Company's reputation and divert the attention and resources of the Company's management and Board of Directors. Additionally, actions of activist shareholders may cause fluctuations in Aecon's share price based on temporary or speculative market perceptions or other factors that do not necessarily reflect the underlying fundamentals and prospects of the Company.

14. OUTSTANDING SHARE DATA

Aecon is authorized to issue an unlimited number of common shares. The following are details of common shares outstanding and securities that are convertible into common shares of Aecon Group Inc.

In thousands of dollars (except share amounts)	<u>March 5, 2026</u>
Number of common shares outstanding	64,072,022
Outstanding securities exchangeable or convertible into common shares	
DSUs and RSUs outstanding under the Long-Term Incentive Plan and the 2014 Director DSU Plan	2,799,104

15. OUTLOOK

Aecon expects 2026 revenue to exceed 2025 levels on the strength of its record backlog, strategic positioning in sectors with attractive demand profiles, robust recurring revenue programs, and a healthy pipeline of project opportunities tied to power generation, critical resource development, mass transit infrastructure, water, and defence.

In the Construction segment, demand for Aecon's services across Canada and in select U.S. and international markets continues to be strong with opportunities across all sectors. During 2025, an Aecon-led consortium completed the collaborative development phase and reached commercial close on the Scarborough Subway Extension progressive design-build transit project. The implementation phase of the project has commenced under a target price contract. In addition, an Aecon joint operation was awarded a collaborative contract by Ontario Power Generation which includes the definition phase work for the retube, feeder and boiler replacement of four units at the Pickering Nuclear Generating Station in Ontario. An Aecon-led partnership was awarded an alliance construction contract by Ontario Power Generation for the execution phase of the Darlington New Nuclear Project in Ontario, the first Small Modular Reactor project in the G7. An Aecon partnership completed the collaborative development phase and reached financial close on a contract with the Montreal Port Authority for the Port of Montreal Expansion in-water works project in Contrecoeur, Québec.

In the Concessions segment, there are several opportunities to add to the existing portfolio of Canadian and international concessions in the next 6 to 12 months to support trends in aging infrastructure, mobility, connectivity, energy, and population growth.

Operating profitability in recent years was negatively impacted by the fixed price legacy projects. Two of the remaining three legacy projects achieved substantial completion in 2025, and construction on the remaining legacy project is significantly progressed but substantial completion has not been achieved due to delays relating to subcontracted work and operational commissioning. The remaining project is expected to be substantially complete in the first half of 2026. Until all projects are complete and the related claims have been resolved, there is a risk that profitability could also be negatively impacted by these projects in future periods – see Section 5 "Recent Developments", Section 10.2 "Contingencies", and Section 13 "Risk Factors" in this MD&A regarding the risk on certain large fixed price legacy projects entered into in 2018 or earlier by joint operations in which Aecon is a participant. As such, the completion and satisfactory resolution of claims on the three remaining fixed price legacy projects with the respective clients remains a critical focus for the Company and its partners. The finalization of these projects is anticipated to lead to improved profitability and margin predictability going forward.

Beyond the legacy projects, Aecon's deliberate shift towards a greater weighting of improved risk-adjusted programs, in combination with a strong focus on operational excellence, is anticipated to support a stabilization and gradual improvement of Adjusted EBITDA margins in the Construction segment in 2026.

Management will continue to monitor the impact of a dynamic political environment as well as announced or threatened tariffs and non-tariff measures on the Company's operations. The introduction of these measures could cause increased purchased material costs and/or reduced availability, downward or upward changes to the level of demand for Aecon's services, as well as delays by some private clients in moving forward with projects.

Aecon plans to maintain a disciplined capital allocation approach focused on long-term shareholder value through acquisitions and divestitures, organic growth, dividends, capital investments, and share repurchases on an opportunistic basis. Aecon is also focused on making strategic investments in its operations to support the growth of its concessions portfolio, provide access and entry into new markets and increase operational effectiveness. Aecon expects capital expenditures in 2026 to exceed 2025 levels to support growth initiatives and systems investments designed to enhance execution resiliency and enable the ambitions of key sectors in a disciplined manner.

AECON GROUP INC.

**CONSOLIDATED
FINANCIAL
STATEMENTS**

December 31, 2025

CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

TABLE OF CONTENTS

INDEPENDENT AUDITOR'S REPORT	2
CONSOLIDATED BALANCE SHEETS	9
CONSOLIDATED STATEMENTS OF INCOME	10
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME	11
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY	12
CONSOLIDATED STATEMENTS OF CASH FLOWS.....	13
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS	14
1. CORPORATE INFORMATION	14
2. DATE OF AUTHORIZATION FOR ISSUE.....	14
3. BASIS OF PRESENTATION.....	14
4. CRITICAL ACCOUNTING ESTIMATES	14
5. SUMMARY OF MATERIAL ACCOUNTING POLICIES.....	20
6. FUTURE ACCOUNTING CHANGES	38
7. CASH AND CASH EQUIVALENTS	38
8. TRADE AND OTHER RECEIVABLES.....	39
9. UNBILLED REVENUE AND DEFERRED REVENUE	39
10. INVENTORIES.....	40
11. PROJECTS ACCOUNTED FOR USING THE EQUITY METHOD.....	40
12. PROPERTY, PLANT AND EQUIPMENT.....	42
13. INTANGIBLE ASSETS.....	44
14. TRADE AND OTHER PAYABLES.....	45
15. PROVISIONS.....	46
16. LONG-TERM DEBT	47
17. PREFERRED SHARES OF AECON UTILITIES	48
18. BANK INDEBTEDNESS	49
19. BUSINESS COMBINATIONS	50
20. INCOME TAXES	54
21. EMPLOYEE BENEFIT PLANS	56
22. CONTINGENCIES	59
23. CAPITAL STOCK.....	60
24. EXPENSES	64
25. OTHER INCOME	64
26. FINANCE COST	65
27. EARNINGS PER SHARE.....	65
28. SUPPLEMENTARY CASH FLOW INFORMATION.....	66
29. FINANCIAL INSTRUMENTS	66
30. CAPITAL DISCLOSURES	72
31. OPERATING SEGMENTS.....	73
32. REMAINING PERFORMANCE OBLIGATIONS	76
33. RELATED PARTIES	77
34. SUBSEQUENT EVENT	79



Independent auditor's report

To the Shareholders of Aecon Group Inc.

Our opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Aecon Group Inc. and its subsidiaries (together, the Company) as at December 31, 2025 and 2024, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRS Accounting Standards).

What we have audited

The Company's consolidated financial statements comprise:

- the consolidated balance sheets as at December 31, 2025 and 2024;
- the consolidated statements of income for the years then ended;
- the consolidated statements of comprehensive income for the years then ended;
- the consolidated statements of changes in equity for the years then ended;
- the consolidated statements of cash flows for the years then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

PricewaterhouseCoopers LLP
PwC Tower, 18 York Street, Suite 2500
Toronto, Ontario, Canada M5J 0B2
T.: +1 416 863 1133, F.: +1 416 365 8215
Fax to mail: ca_toronto_18_york_fax@pwc.com

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the year ended December 31, 2025. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
<p>Revenue recognition from long-term construction contracts</p> <p>Refer to note 4.1 – Major sources of estimation uncertainty – Revenue and gross profit recognition and note 5.1 – Revenue recognition to the consolidated financial statements.</p> <p>The Company recognized revenue of \$5.4 billion for the year ended December 31, 2025. A significant portion of this revenue is generated from long-term construction contracts. The Company typically transfers control of goods or services to the customer by satisfying performance obligations over time and recognizes revenue over time as these performance obligations are satisfied. Revenue is recognized based on the extent of progress towards completion of the performance obligation.</p> <p>Revenue for fixed-price contracts is generally determined on the percentage of completion method, based on the ratio of costs incurred to date to the total estimated costs at completion of the performance obligation. Revenue is generally recorded proportionally as costs are incurred. Due to the nature of the</p>	<p>Our approach to addressing the matter included the following procedures, among others:</p> <ul style="list-style-type: none">• Tested how management determined the estimates of total costs at completion for a sample of fixed-price long-term construction contracts:<ul style="list-style-type: none">– Agreed key contractual terms back to signed contracts;– Evaluated the reasonableness of the significant assumptions used by management in estimating the total costs at completion and the timely identification by management of circumstances and factors that may warrant a modification to a previous cost estimate, which included the following:<ul style="list-style-type: none">○ tested estimates of total costs at completion, such as estimated labour costs, materials and other costs to appropriate supporting documentation,

Key audit matter

work required to be performed on many of the performance obligations, management's estimation of total contract revenue and costs at completion is complex and requires significant judgment. Some of the factors that can change the estimates of total contract revenue and costs at completion include differing site conditions, the availability of skilled contract labour, the performance of major material suppliers to deliver on time, the performance of major subcontractors, unusual weather conditions and the accuracy of the original bid estimate.

The Company's long-term construction contracts may include change orders and claims that impact the transaction price and the measure of progress for the performance obligation to which it relates. Unpriced change orders and claims are recognized in revenue at the amount the Company expects to be entitled to, where it is highly probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with them is resolved. Management uses significant judgment to determine whether unpriced change orders and claims should be included in the transaction price. Internal and external legal counsels, as well as other claim specialists are often used by management in making those judgments (management's experts).

We considered this a key audit matter due to the significant judgment applied by management, including the use of management's experts, in determining the estimate of total contract revenue and costs at completion and the amount to be recognized for unpriced change orders and claims. This in turn led to a high degree of auditor judgment, subjectivity and effort in performing procedures to evaluate evidence relating to revenue recognition from long-term construction contracts.

How our audit addressed the key audit matter

- and subcontractor costs to third party agreements;
- o performed procedures to compare the estimated costs to complete to actual costs incurred to date; and
- o observed progress of performance and inquired with senior management, project managers and internal legal counsel regarding the status of contracts, changes from previous years (if applicable), factors that can change the total contract revenue and costs at completion and any claims.
- Tested whether costs accrued at year-end and subsequent to year-end were recorded in the correct period by inspecting supporting documents for a sample of transactions.
- Tested the costs incurred to date to supporting documents for a sample of transactions.
- For a sample of unpriced change orders and claims recognized, evaluated the appropriateness of management's assessment and tested the reasonableness of the amount the Company was entitled to, which included the following:
 - Inspected signed contract amendments and correspondence with customers, where applicable;
 - Considered the historical outcomes of previously settled customer claims; and
 - Used the work of management's experts to evaluate the appropriateness of management's assessment of the merits and probable outcome of unpriced change orders and claims against customers. As a basis for using this work, the competence, capabilities and objectivity of management's experts were evaluated, the work performed was understood and the

Key audit matter	How our audit addressed the key audit matter
	<p>appropriateness of the work as audit evidence was evaluated. The procedures performed also included evaluation of the methods and assumptions used by management's experts, tests of the data used by management's experts and an evaluation of their findings.</p>

Other information

Management is responsible for the other information. The other information comprises Management's Discussion and Analysis of Operating Results and Financial Condition, which we obtained prior to the date of this auditor's report and the information, other than the consolidated financial statements and our auditor's report thereon, included in the annual report, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard. When we read the information, other than the consolidated financial statements and our auditor's report thereon, included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated financial statements

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

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

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Company as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

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

PricewaterhouseCoopers LLP

Chartered Professional Accountants, Licensed Public Accountants

Toronto, Ontario

March 5, 2026

CONSOLIDATED BALANCE SHEETS

AS AT DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars)

	Note	December 31 2025	December 31 2024
ASSETS			
Current assets			
Cash and cash equivalents	7	\$ 486,019	\$ 438,025
Trade and other receivables	8	1,262,512	897,316
Unbilled revenue	9	871,340	743,198
Inventories	10	15,949	21,526
Income tax recoverable		103,725	36,675
Prepaid expenses and other assets		135,318	91,874
		2,874,863	2,228,614
Non-current assets			
Long-term financial and other assets		74,094	38,375
Projects accounted for using the equity method	11	251,091	237,939
Deferred income tax assets	20	136,416	117,939
Property, plant and equipment	12	399,910	360,022
Intangible assets	13	253,852	243,335
		1,115,363	997,610
TOTAL ASSETS		\$ 3,990,226	\$ 3,226,224
LIABILITIES			
Current liabilities			
Trade and other payables	14	1,370,937	1,060,415
Provisions	15	30,568	21,555
Deferred revenue	9	893,079	595,482
Income taxes payable		79,443	64,911
Current portion of long-term debt	16	43,903	40,765
Preferred Shares of Aecon Utilities	17	188,840	160,300
		2,606,770	1,943,428
Non-current liabilities			
Bank indebtedness	18	257,399	152,847
Provisions	15	5,849	4,707
Long-term debt	16	110,560	110,804
Deferred income tax liabilities	20	80,754	50,236
Other liabilities	21	139	1,766
		454,701	320,360
TOTAL LIABILITIES		3,061,471	2,263,788
EQUITY			
Capital stock	23	466,835	442,334
Contributed surplus		60,150	70,649
Retained earnings		400,168	440,841
Accumulated other comprehensive income (loss)		(5,413)	2,296
Equity attributable to Aecon shareholders		921,740	956,120
Non-controlling interests		7,015	6,316
TOTAL EQUITY		928,755	962,436
TOTAL LIABILITIES AND EQUITY		\$ 3,990,226	\$ 3,226,224
Contingencies (Note 22)			

Approved by the Board of Directors

John M. Beck, Director

Deborah S. Stein, Director

CONSOLIDATED STATEMENTS OF INCOME

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

	Note	December 31 2025	December 31 2024
Revenue	31	\$ 5,434,678	\$ 4,242,731
Direct costs and expenses	24	(5,040,593)	(4,060,184)
Gross profit		394,085	182,547
Marketing, general and administrative expense	24	(234,049)	(213,248)
Depreciation and amortization	24	(106,166)	(87,849)
Income from projects accounted for using the equity method	11	7,794	21,210
Other income	25	25,435	37,288
Operating profit (loss)		87,099	(60,052)
Finance income		8,878	8,637
Finance cost	26	(71,153)	(25,114)
Income (loss) before income taxes		24,824	(76,529)
Income tax recovery (expense)	20	(9,279)	17,089
Profit (loss) for the year		\$ 15,545	\$ (59,440)
Profit (loss) attributable to:			
Aecon shareholders		\$ 15,162	\$ (59,524)
Non-controlling interests		383	84
		\$ 15,545	\$ (59,440)
Basic earnings (loss) per share	27	\$ 0.24	\$ (0.95)
Diluted earnings (loss) per share	27	\$ 0.23	\$ (0.95)

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars)

	Note	December 31 2025	December 31 2024
Profit (loss) for the year		\$ 15,545	\$ (59,440)
Other comprehensive income (loss):			
Items that will not be reclassified to profit or loss:			
Fair value gain (loss) on Preferred Shares of Aecon Utilities	17	1,600	(2,900)
Remeasurements - employee benefit plans	21	538	(2,401)
Income taxes on the above		(140)	636
		1,998	(4,665)
Items that may be reclassified subsequently to profit or loss:			
Currency translation differences - foreign operations		(7,660)	11,496
Cash flow hedges - equity accounted investees		(2,652)	(7,307)
Cash flow hedges - joint operations		(55)	(728)
Income taxes on the above		296	2,223
Total other comprehensive income (loss) for the year		(8,073)	1,019
Comprehensive income (loss) for the year		\$ 7,472	\$ (58,421)
Comprehensive income (loss) attributable to:			
Aecon shareholders		7,453	(58,876)
Non-controlling interests		19	455
		\$ 7,472	\$ (58,421)

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

	Accumulated other comprehensive income (loss)							Shareholders' equity	Non-controlling interest	Total equity
	Capital stock	Contributed surplus	Retained earnings	Currency translation differences	Actuarial gains and losses	Cash flow hedges	Fair value gain (loss) on preferred shares			
Balance at January 1, 2025	\$ 442,334	\$ 70,649	\$ 440,841	\$ 7,175	\$ (962)	\$ 823	\$ (4,740)	\$ 956,120	\$ 6,316	\$ 962,436
Profit for the year	-	-	15,162	-	-	-	-	15,162	383	15,545
Other comprehensive income (loss):										
Currency translation differences - foreign operations	-	-	-	(7,296)	-	-	-	(7,296)	(364)	(7,660)
Remeasurements - employee benefit plans	-	-	-	-	538	-	-	538	-	538
Cash flow hedges - equity accounted investees	-	-	-	-	-	(2,652)	-	(2,652)	-	(2,652)
Cash flow hedges - joint operations	-	-	-	-	-	(55)	-	(55)	-	(55)
Fair value gain on Preferred Shares of Aecon Utilities	-	-	-	-	-	-	1,600	1,600	-	1,600
Taxes with respect to above items included in other comprehensive income	-	-	-	-	(140)	296	-	156	-	156
Total other comprehensive income (loss) for the year	-	-	-	(7,296)	398	(2,411)	1,600	(7,709)	(364)	(8,073)
Total comprehensive income (loss) for the year	-	-	15,162	(7,296)	398	(2,411)	1,600	7,453	19	7,472
Dividends declared	-	-	(48,134)	-	-	-	-	(48,134)	-	(48,134)
Common shares purchased under Normal Course Issuer Bid (note 23)	(2,875)	-	(5,891)	-	-	-	-	(8,766)	-	(8,766)
Non-controlling interests - additional equity issued	-	-	-	-	-	-	-	-	680	680
Shares issued for business combination	7,579	-	-	-	-	-	-	7,579	-	7,579
Stock-based compensation expense	-	14,444	-	-	-	-	-	14,444	-	14,444
Shares issued to settle stock-based compensation obligations	19,797	(19,560)	(1,810)	-	-	-	-	(1,573)	-	(1,573)
Stock-based compensation settlements and receipts	-	(5,383)	-	-	-	-	-	(5,383)	-	(5,383)
Balance at December 31, 2025	\$ 466,835	\$ 60,150	\$ 400,168	\$ (121)	\$ (564)	\$ (1,588)	\$ (3,140)	\$ 921,740	\$ 7,015	\$ 928,755

	Accumulated other comprehensive income (loss)							Shareholders' equity	Non-controlling interest	Total equity
	Capital stock	Contributed surplus	Retained earnings	Currency translation differences	Actuarial gains and losses	Cash flow hedges	Fair value gain (loss) on preferred shares			
Balance at January 1, 2024	\$ 430,709	\$ 80,706	\$ 551,263	\$ (3,950)	\$ 803	\$ 6,635	\$ (1,840)	\$ 1,064,326	\$ -	\$ 1,064,326
Profit (loss) for the year	-	-	(59,524)	-	-	-	-	(59,524)	84	(59,440)
Other comprehensive income (loss):										
Currency translation differences - foreign operations	-	-	-	11,125	-	-	-	11,125	371	11,496
Remeasurements - employee benefit plans	-	-	-	-	(2,401)	-	-	(2,401)	-	(2,401)
Cash flow hedges - equity-accounted investees	-	-	-	-	-	(7,307)	-	(7,307)	-	(7,307)
Cash flow hedges - joint operations	-	-	-	-	-	(728)	-	(728)	-	(728)
Fair value (loss) on Preferred Shares of Aecon Utilities	-	-	-	-	-	-	(2,900)	(2,900)	-	(2,900)
Taxes with respect to above items included in other comprehensive income	-	-	-	-	636	2,223	-	2,859	-	2,859
Total other comprehensive income (loss) for the year	-	-	-	11,125	(1,765)	(5,812)	(2,900)	648	371	1,019
Total comprehensive income (loss) for the year	-	-	(59,524)	11,125	(1,765)	(5,812)	(2,900)	(58,876)	455	(58,421)
Dividends declared	-	-	(47,489)	-	-	-	-	(47,489)	-	(47,489)
Common shares purchased under Normal Course Issuer Bid (note 23)	(1,116)	-	(2,000)	-	-	-	-	(3,116)	-	(3,116)
Non-controlling interests arising on a business combination (note 19)	-	-	-	-	-	-	-	-	5,861	5,861
Stock-based compensation expense	-	8,778	-	-	-	-	-	8,778	-	8,778
Shares issued to settle stock-based compensation obligations	12,741	(12,325)	(1,409)	-	-	-	-	(993)	-	(993)
Stock based compensation settlements and receipts	-	(6,510)	-	-	-	-	-	(6,510)	-	(6,510)
Balance at December 31, 2024	\$ 442,334	\$ 70,649	\$ 440,841	\$ 7,175	\$ (962)	\$ 823	\$ (4,740)	\$ 956,120	\$ 6,316	\$ 962,436

During the year ended December 31, 2025, the Company declared dividends amounting to \$0.76 per share (December 31, 2024 - \$0.76 per share).

CONSOLIDATED STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars)

	Note	December 31 2025	December 31 2024
CASH PROVIDED BY (USED IN)			
Operating activities			
Profit (loss) before income taxes		\$ 24,824	\$ (76,529)
Income taxes paid		(54,541)	(52,013)
Defined benefit pension		(1,088)	(887)
Stock-based compensation settlements and receipts		(9,729)	(12,912)
Items not affecting cash:			
Depreciation and amortization		106,166	87,849
Income from projects accounted for using the equity method		(7,794)	(21,210)
Gain on sale of assets		(8,553)	(19,034)
Gain on sale of subsidiaries	25	-	(14,912)
Fair value (gain) loss on Preferred Shares of Aecon Utilities	17	7,793	(19,565)
Fair value (gain) on contingent consideration	25	(12,424)	-
Fair value (gain) on other financial instruments		(1,145)	(788)
Provision for expected credit losses		1,072	560
Unrealized foreign exchange (gain) loss		512	(7,200)
Increase in provisions		37,754	16,921
Accrued dividends on Preferred Shares of Aecon Utilities		22,347	19,855
Notional interest representing accretion		3,687	1,953
Stock-based compensation expense		24,355	24,612
Change in other balances relating to operations	28	(6,616)	80,899
		126,620	7,599
Investing activities			
Purchase of property, plant and equipment	12	(66,569)	(51,732)
Proceeds on sale of property, plant and equipment		17,452	29,571
Proceeds on sale of subsidiaries	25	-	17,388
Increase in intangible assets		(1,241)	(1,536)
(Increase) decrease in long-term financial assets		(1,871)	160
(Advances to) distributions from projects accounted for using the equity		(14,001)	21,052
Cash outflow from business acquisitions, net of cash acquired	19	(23,692)	(174,512)
		(89,922)	(159,609)
Financing activities			
Increase in bank indebtedness		114,389	34,169
Issuance of long-term debt	16	17,484	16,781
Repayments of lease liabilities	16	(42,573)	(40,522)
Repayments of long-term debt	16	(18,098)	(18,498)
Dividends paid		(47,900)	(47,070)
Common shares purchased under NCIB	23	(8,766)	(3,116)
		14,536	(58,256)
Increase (decrease) in cash and cash equivalents during the year		51,234	(210,266)
Effect of foreign exchange on cash balances		(3,240)	2,507
Cash and cash equivalents - beginning of year		438,025	645,784
Cash and cash equivalents - end of year	7	\$ 486,019	\$ 438,025

See Note 28 for additional disclosures relating to the Consolidated Statements of Cash Flows.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

1. CORPORATE INFORMATION

Aecon Group Inc. (“Aecon” or the “Company”) is a publicly traded construction and infrastructure development company incorporated in Canada. Aecon and its subsidiaries provide services to private and public sector clients throughout Canada, the United States, and on a selected basis internationally. Its registered office is located in Toronto, Ontario at 20 Carlson Court, Suite 105, M9W 7K6.

The Company operates in two segments within the infrastructure development industry: Construction and Concessions.

Refer to Note 33 “*Related Parties*,” for further details on the Company’s subsidiaries and significant joint arrangements and associates.

2. DATE OF AUTHORIZATION FOR ISSUE

The consolidated financial statements of the Company were authorized for issue on March 5, 2026 by the Board of Directors of the Company.

3. BASIS OF PRESENTATION

Basis of presentation and statement of compliance

The Company prepares its consolidated financial statements in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”).

Principles of consolidation

The consolidated financial statements include the accounts of the Company and all of its subsidiaries. In addition, the Company’s participation in joint arrangements classified as joint operations is accounted for in the consolidated financial statements by reflecting, line by line, the Company’s share of the assets held jointly, liabilities incurred jointly, and revenue and expenses arising from the joint operations. The consolidated financial statements also include the Company’s investment in and share of the earnings of projects accounted for using the equity method. When necessary, adjustments are made to the financial statements of subsidiaries, joint arrangements and associates to bring their accounting policies in line with those used by the Company.

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

4. CRITICAL ACCOUNTING ESTIMATES

The preparation of the Company’s consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in a material adjustment to the carrying value of the asset or liability affected.

Critical accounting estimates are those that require management to make assumptions about matters that are highly uncertain at the time the estimate or assumption is made. Critical accounting estimates are also those

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

that could potentially have a material impact on the Company's financial results were a different estimate or assumption used.

Estimates and underlying assumptions are reviewed on an ongoing basis. These estimates and assumptions are subject to change at any time based on experience and new information. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. Critical accounting estimates are also not specific to any one segment unless otherwise noted below.

The Company's material accounting policies are described in Note 5, "*Summary of Material Accounting Policies*." The following discussion is intended to describe those judgments and key assumptions concerning major sources of estimation uncertainty at the end of the reporting period that have the most significant risk of resulting in a material adjustment to the carrying amount of assets and liabilities within the next financial year.

4.1 MAJOR SOURCES OF ESTIMATION UNCERTAINTY

ASSETS AND LIABILITIES ACQUIRED IN A BUSINESS COMBINATION

The Company assesses whether an acquisition transaction should be accounted for as an asset acquisition or a business combination. This assessment requires management to make judgments on whether the assets acquired and liabilities assumed constitute a business as defined in IFRS 3, "Business Combinations" and if the integrated set of activities, including inputs and processes acquired, is capable of being conducted and managed as a business. Purchase prices related to business combinations and asset acquisitions are allocated to the underlying acquired assets and liabilities based on their estimated fair value at the time of acquisition. The determination of fair value requires the Company to make assumptions, estimates and judgments regarding cash flow projections, valuation techniques, economic risk, weighted average cost of capital and future events. Significant judgments, estimates and assumptions are also required by management in estimating the amount of contingent payments to the selling shareholders of the acquiree and assessing whether these amounts should be considered part of the consideration transferred for the acquiree (i.e. contingent consideration), accounted for as a separate transaction from the business combination as compensation expense, or a combination of both. The measurement of the purchase consideration and allocation process is therefore inherently subjective and impacts the amounts assigned to individually identifiable assets and liabilities. As a result, the purchase price allocation impacts the Company's reported assets and liabilities (including the amounts allocated to intangible assets and goodwill), and future earnings due to the impacts on compensation expense, depreciation and amortization expense, and impairment testing. See Note 19 "*Business Combinations*".

REVENUE AND GROSS PROFIT RECOGNITION

Revenue and income from fixed price construction contracts, including contracts in which the Company participates through joint operations, are determined on the percentage of completion method, based on the ratio of costs incurred to date over estimated total costs. The Company has a process whereby progress on jobs is reviewed by management on a regular basis and estimated costs to complete are updated. However, due to unforeseen changes in the nature or cost of the work to be completed or performance factors, contract profit can differ significantly from earlier estimates.

The Company's estimates of contract revenue and cost are highly detailed. Management believes, based on its experience, that its current systems of management and accounting controls allow the Company to produce materially reliable estimates of total contract revenue and cost during any accounting period. However, many factors can and do change during a contract performance period, which can result in a change to contract profitability from one financial reporting period to another. Some of the factors that can change the estimate of

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

total contract revenue and cost include differing site conditions (to the extent that contract remedies are unavailable), project execution challenges, the availability of skilled contract labour, the performance of major material suppliers to deliver on time, the performance of major subcontractors, unusual weather conditions and the accuracy of the original bid estimate. Fixed price contracts are common across all of the Company's sectors, as are change orders and claims, and therefore these estimates are not unique to one core sector. Because the Company has many contracts in process at any given time, these changes in estimates can offset each other without impacting overall profitability. Changes in cost estimates, which on larger, more complex construction projects can have a material impact on the Company's consolidated financial statements, are reflected in the results of operations when they become known.

A change order results from a change to the scope of the work to be performed compared to the original contract that was signed. Unpriced change orders are change orders that have been approved as to scope but unapproved as to price. Claims are amounts in excess of the agreed contract price, or amounts not included in the original contract price, that the Company seeks to collect from clients for delays, errors in specifications and designs, contract terminations, change orders in dispute or unapproved as to both scope and price, or other causes of unanticipated additional costs. Management, in making judgments, estimates and assumptions that affect the contract revenue and cost amounts from unpriced change orders and claims, also considered the impacts of recent economic conditions on the Company's operations. These judgments, estimates and assumptions affecting the revenue and cost forecasts of individual performance obligations were based on facts and circumstances that existed at the time when such judgments, estimates and assumptions were made. In accordance with the Company's accounting policy, unpriced change orders and claims are recognized in revenue at the amount the Company expects to be entitled to, where it is highly probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Where such revenue amounts cannot be estimated with reasonable assurance, they are excluded from the revenue forecast of the related performance obligation. Therefore, it is possible for the Company to have substantial contract costs recognized in one accounting period with associated revenue recognized in a later period.

Given the above-noted critical accounting estimates associated with the accounting for construction contracts, including change orders and claims, it is reasonably possible, on the basis of existing knowledge, that outcomes within the next financial year or later could be different from the estimates and assumptions adopted and could require a material adjustment to revenue and/or the carrying amount of the asset or liability affected. The Company is unable to quantify the potential impact to the consolidated financial results from a change in estimate in calculating revenue.

LITIGATION RISK AND CLAIMS RISK

Disputes are common in the construction industry and as such, in the normal course of business, the Company is involved in various legal actions and proceedings which arise from time to time, some of which may be substantial, including the legal proceedings discussed in Note 22, "*Contingencies*". The Company must make certain assumptions and rely on estimates regarding potential outcomes of legal proceedings in order to determine if a provision is required. Estimating and recording the future outcome of litigation proceedings requires management to make significant judgments and assumptions, which are inherently subject to risks and uncertainties. Management regularly analyzes current information about these matters, and internal and external legal counsel, as well as other claim specialists, are often used for these assessments. In making decisions regarding the need for provisions, management considers the degree of probability of an unfavorable outcome and the ability to make a sufficiently reliable estimate of the amount of loss. The outcome of matters related to disputes, legal actions and proceedings may have a material effect on the financial position, results of operations or cash flows of the Company, and there is no guarantee that there will not be a future rise in litigation which,

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

depending on the nature of the litigation, could impact the financial position, results of operations, or cash flows of the Company.

The Company also pursues claims against project owners for additional costs exceeding the contract price or for amounts not included in the original contract price. When these types of events occur and unresolved claims are pending, the Company may invest significant working capital in projects to cover costs pending the resolution of the relevant claims. A failure to ultimately recover on claims could have a material effect on liquidity and financial results.

FAIR VALUING FINANCIAL INSTRUMENTS

From time to time, the Company, often through its subsidiaries, joint arrangements and equity accounted investees, enters into forward contracts and other foreign exchange hedging products to manage its exposure to changes in exchange rates related to transactions denominated in currencies other than the Canadian dollar, but does not hold or issue such financial instruments for speculative trading purposes. In addition, some of the Company's equity accounted investees enter into derivative financial instruments, namely interest rate swaps, to hedge the variability of interest rates related to non-recourse project debt. Additionally, to partially offset the costs of its share-based compensation plans, the Company has also fixed a portion of the settlement costs of these plans by entering into total return swap derivative contracts. The Company is required to measure certain financial instruments at fair value, using the most readily available market comparison data and where no such data is available, using quoted market prices of similar assets or liabilities, quoted prices in markets that are not active, or other observable inputs that can be corroborated.

Preferred Shares issued by Aecon Utilities Group Inc. ("Aecon Utilities") are recorded as a financial liability measured at fair value through profit and loss. The fair value of the Preferred Shares was determined at inception, represented by the aggregate subscription price, and subsequently remeasured to its fair value at each reporting date. This subsequent fair value was determined using significant unobservable inputs when readily available market comparison date was not available. The key inputs in the fair value measurement include credit spread, market volatility, and the underlying share price. The changes in these inputs and assumptions could materially affect the determination of the fair value at each reporting date. Refer to Note 17, "*Preferred Shares of Aecon Utilities*" and Note 29, "*Financial Instruments*" for further details regarding the Preferred Shares.

While the Company considers its fair value measurements to be appropriate and reasonable, the use of alternative assumptions could result in different fair values. It is possible that other market participants may measure a same financial instrument and arrive at a different fair value on a given valuation date, with the valuation techniques and inputs used by these market participants still meeting the definition of fair value. The fact that different fair value measurements could exist reflects the judgment, estimates and assumptions applied as well as the uncertainty involved in determining the fair value of these financial instruments.

Further information with regard to the treatment of other financial instruments can be found in Note 29, "*Financial Instruments*."

INCOME TAXES

The Company is subject to income taxes in both Canada and several foreign jurisdictions. Significant estimates and judgments are required in determining the Company's worldwide provision for income taxes. In the ordinary course of business, there are transactions and calculations where the ultimate tax determination is uncertain. The Company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Management estimates income taxes for each jurisdiction the Company operates in, taking

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

into consideration different income tax rates, non-deductible expenses, valuation allowances, changes in tax laws, and management's expectations of future results. Management bases its estimates of deferred income taxes on temporary differences between the assets and liabilities reported in the Company's consolidated financial statements, and the assets and liabilities determined by the tax laws in the various countries in which the Company operates. The Company is also within the scope of the Organisation for Economic Co-operation and Development Pillar Two model rules ("Pillar Two"). Under the legislation, the Company is liable to pay a top-up tax for the difference between its Global Anti-Base Erosion Rules ("GloBE" or "global minimum tax") effective tax rate per jurisdiction and the 15% minimum tax rate. Applying the OECD Pillar Two model rules and determining their impact on the consolidated financial statements is complex and poses a number of practical challenges. Although the Company believes its tax estimates are reasonable, there can be no assurance that the final determination of any tax audits and litigation will not be materially different from that reflected in the Company's historical income tax provisions and accruals. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the Company's income tax expense and current and deferred income tax assets and liabilities in the period in which such determinations are made. Although management believes it has adequately provided for any additional taxes that may be assessed as a result of an audit or litigation, the occurrence of either of these events could have an adverse effect on the Company's current and future results and financial condition.

The Company is unable to quantify the potential future impact to its consolidated financial results from a change in estimate in calculating income tax assets and liabilities.

IMPAIRMENT OF GOODWILL AND OTHER INTANGIBLE ASSETS

Intangible assets with finite lives are amortized over their useful lives. Goodwill, which has an indefinite life, is not amortized. Management evaluates intangible assets that are not amortized at the end of each reporting period to determine whether events and circumstances continue to support an indefinite useful life. Intangible assets with finite lives, including the Company's intangible assets in the Bermuda International Airport Concessionaire which is accounted for using the equity method, are tested for impairment whenever events or circumstances indicate the carrying value may not be recoverable. Goodwill and intangible assets with indefinite lives, if any, are tested for impairment by applying a fair value test in the fourth quarter of each year and between annual tests if events occur or circumstances change, which suggest the goodwill or intangible assets should be evaluated.

Impairment assessments inherently involve management judgment as to the assumptions used to project these amounts and the impact of market conditions on those assumptions. The key assumptions used to estimate the fair value of cash generating units under the fair value less cost to disposal approach are: weighted average cost of capital used to discount the projected cash flows; cash flows generated from new work awards; and projected operating margins.

The weighted average cost of capital rates used to discount projected cash flows are developed via the capital asset pricing model, which is primarily based on market inputs. Management uses discount rates it believes are an accurate reflection of the risks associated with the forecasted cash flows of the respective reporting units.

To develop the cash flows generated from project awards and projected operating margins, the Company tracks prospective work primarily on a project-by-project basis as well as the estimated timing of when new work will be bid or prequalified, started and completed. Management also gives consideration to its relationships with prospective customers, the competitive landscape, changes in its business strategy, and the Company's history of success in winning new work in each reporting unit. With regard to operating margins, consideration is given

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

to historical operating margins in the end markets where prospective work opportunities are most significant, and changes in the Company's business strategy.

Unanticipated changes in these assumptions or estimates could materially affect the determination of the fair value of a reporting unit and, therefore, could reduce or eliminate the excess of fair value over the carrying value of a reporting unit entirely and could potentially result in an impairment charge in the future.

See Note 13, "*Intangible Assets*", for further details regarding goodwill and other intangible assets.

4.2 JUDGMENTS

The following are critical judgments management has made in the process of applying accounting policies and that have the most significant effect on how certain amounts are reported in the consolidated financial statements.

BASIS FOR CONSOLIDATION AND CLASSIFICATION OF JOINT ARRANGEMENTS

Assessing the Company's ability to control or influence the relevant financial and operating policies of another entity may, depending on the facts and circumstances, require the exercise of significant judgment to determine whether the Company controls, jointly controls, or exercises significant influence over the entity performing the work. This assessment of control impacts how the operations of these entities are reported in the Company's consolidated financial statements (i.e., full consolidation, equity investment or proportional share).

The Company performs the majority of its construction and concession projects through wholly owned subsidiary entities, which are fully consolidated. However, a number of projects, particularly some larger, multi-year, multi-disciplinary projects and concession projects, are executed through partnering agreements. As such, the classification of these entities as a subsidiary, joint operation, joint venture, associate or financial instrument requires judgment by management to analyze the various indicators that determine whether control exists. In particular, when assessing whether an entity is classified as either a joint operation, joint venture or associate, management considers the contractual rights and obligations, voting shares, share of board members and the legal structure of the joint arrangement. Subject to reviewing and assessing all the facts and circumstances of each joint arrangement, joint arrangements contracted through agreements and general partnerships would generally be classified as joint operations whereas joint arrangements contracted through corporations would be classified as joint ventures. The majority of the current partnering agreements are classified as joint operations.

The application of different judgments when assessing control or the classification of joint arrangements could result in materially different presentations in the consolidated financial statements.

SERVICE CONCESSION ARRANGEMENTS

The accounting for concession arrangements requires the application of judgment in determining if the project falls within the scope of IFRIC Interpretation 12, "*Service Concession Arrangements*", ("IFRIC 12"). Additional judgments are needed when determining, among other things, the accounting model to be applied under IFRIC 12, the allocation of the consideration receivable between revenue-generating activities, the classification of costs incurred on such activities, as well as the effective interest rate to be applied to the financial asset. As the accounting for concession arrangements under IFRIC 12 requires the use of estimates over the term of the arrangement, any changes to these long-term estimates could result in a significant variation in the accounting for the concession arrangement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

5. SUMMARY OF MATERIAL ACCOUNTING POLICIES

5.1 REVENUE RECOGNITION

Identification of a contract with a customer

A construction contract is a contract specifically negotiated for the construction of an asset or combination of assets, including contracts for the rendering of services directly related to the construction of the asset. Such contracts include fixed price and cost-plus contracts.

When determining the proper revenue recognition method for contracts, the Company evaluates whether two or more contracts should be combined and accounted for as one single contract and whether the combined or single contract should be accounted for as more than one performance obligation. This evaluation requires significant judgment and the decision to combine a group of contracts or to separate a single contract into multiple performance obligations could affect the amount of revenue and profit recorded in a given period.

The Company accounts for a contract when it has commercial substance, the parties have approved the contract in accordance with customary business practices and are committed to their obligations, the rights of the parties and payment terms are identified, and collectability of consideration is probable.

Identifying performance obligations in a contract

For most of the Company's contracts, the customer contracts with the Company to provide a significant service of integrating a complex set of tasks and components into a single project. Consequently, the entire contract is accounted for as one performance obligation. Less frequently, however, the Company may provide several distinct goods or services as part of a contract, in which case the Company separates the contract into more than one performance obligation. If a contract is separated into more than one performance obligation, the total transaction price is allocated to each performance obligation in an amount based on the estimated relative standalone selling prices of the promised goods or services underlying each performance obligation. The expected cost plus a margin approach is typically used to estimate the standalone selling price of each performance obligation. On occasion, the Company will sell standard products, such as aggregates and other materials, with observable standalone sales. In these cases, the observable standalone sales are used to determine the standalone selling price.

Performance obligations satisfied over time

The Company typically transfers control of goods or services, and satisfies performance obligations, over time. Therefore, the Company recognizes revenue over time as these performance obligations are satisfied. This continuous transfer of control to the customer is often supported by the customer's physical possession or legal title to the work in process, as well as contractual clauses that provide the Company with a present right to payment for work performed to date plus a reasonable profit in the event a customer unilaterally terminates the contract for convenience.

As a result of control transferring over time, revenue is recognized based on the extent of progress towards completion of the performance obligation. The Company generally uses the cost-to-cost measure of progress for its contracts because it best reflects the transfer of an asset to the customer which occurs as costs are incurred on the contract. Under the cost-to-cost measure of progress, the extent of progress towards completion is measured based on the ratio of costs incurred to date to the total estimated costs at completion of the performance obligation. Revenues, including estimated fees or profits, are recorded proportionally as costs are

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

incurred. Costs to fulfill contracts may include labour, materials, subcontractor, equipment costs, and other direct costs, as well as an allocation of indirect costs.

Determining the transaction price

It is common for the Company's contracts to contain incentive fees or other provisions that can either increase or decrease the transaction price. These variable amounts generally are awarded upon achievement of certain performance metrics, program milestones or cost targets and can be based upon customer discretion. Variable consideration also includes change orders that have not been approved as to price, as well as claims. Claims are amounts in excess of the agreed contract price, or amounts not included in the original contract price, that the Company seeks to collect from clients for delays, errors in specifications and designs, contract terminations, change orders in dispute or unapproved as to both scope and price, or other causes of unanticipated additional costs. The Company estimates variable consideration at the most likely amount it expects to be entitled. The Company includes these estimated amounts in the transaction price to the extent it is highly probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. The estimates of variable consideration and determination of whether to include estimated amounts in the transaction price are based largely on an assessment of the Company's anticipated performance and all information, historical, current and forecasted, that is reasonably available.

Contracts are often modified to account for changes in contract specifications and requirements. Contract modifications exist when the change either creates new, or changes existing, enforceable rights and obligations. Most of the Company's contract modifications are for goods or services that are not distinct from the existing contract due to the significant integration service provided in the context of the contract and are accounted for as if they were part of that existing contract. The effect of these contract modifications on the transaction price and the measure of progress for the performance obligation to which it relates, is recognized as a cumulative adjustment to revenue as either an increase or decrease in revenue. However, if a contract modification is for distinct goods and services from the existing contract and the pricing of the contract modification reflects the standalone selling pricing of the additional goods or services, then the contract modification is treated as a separate contract.

Due to the nature of many of the Company's performance obligations, the estimation of total revenue and costs at completion is complex, subject to many variables, and requires significant judgment. These areas of measurement uncertainty are discussed further in Note 4.1, "*Major Sources of Estimation Uncertainty*". Any changes to the estimates of forecasted revenue and total costs are recognized on a cumulative basis, which recognizes in the current period the cumulative effect of the changes based on a performance obligation's percentage of completion. A significant change in one or more of these estimates could affect the profitability of one or more of the Company's performance obligations. When estimates of total costs to be incurred on a performance obligation exceed the total estimated revenue to be earned, a provision for the entire loss on the performance obligation is recognized in the period the loss is determined.

Revenue recognition – other

Upfront costs are those costs that the Company incurs to pursue a contract with a customer that it would not have incurred if the contract had not been awarded. The Company recognizes upfront costs as an asset if it expects to recover those costs. Costs to pursue a contract that would have been incurred regardless of whether the contract was awarded are recognized as an expense when incurred, unless those costs are explicitly chargeable to the customer regardless of whether the contract is obtained.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Mobilization costs are non-recurring set up costs incurred to facilitate performance obligations under customer contracts. Mobilization costs are expensed as incurred unless they are capital in nature, in which case they are capitalized in accordance with the relevant accounting standard, or there is a contractual entitlement to recover such costs from the customer, in which case the costs are capitalized and amortized to the income statement over the contract period.

Contract revenues are measured at the fair value of the consideration received or receivable. Where deferral of payment has a material effect on the determination of such fair value, the amount at which revenues are recognized is adjusted to account for the time-value-of-money.

Trade and other receivables include amounts billed and currently due from customers. The Company maintains an allowance for expected credit losses to provide for the estimated amount of receivables that will not be collected. The allowance is based upon an assessment of creditworthiness of the portfolio of customers, historical payment experience, the age of outstanding receivables, collateral to the extent applicable, and forward-looking information regarding collectability.

Unbilled revenue represents revenue earned in excess of amounts billed on uncompleted contracts. Unbilled revenue typically results from sales under construction contracts when the cost-to-cost method of revenue recognition is utilized and revenue recognized exceeds the amount billed to the customer. Unbilled revenue amounts are adjusted for expected credit losses.

Deferred revenue represents the excess of amounts billed to customers over revenue earned on uncompleted contracts. Where advance payments are received from customers for the mobilization of project staff, equipment and services, the Company recognizes these amounts as liabilities and includes them in deferred revenue. Deferred revenue on construction contracts is classified as a current liability.

Unbilled revenue and deferred revenue are accounted for on a contract-by-contract basis at the end of each reporting period.

The operating cycle, or duration, of many of the Company's contracts exceeds one year. All contract related assets and liabilities are classified as current as they are expected to be realized or satisfied within the operating cycle of the contract.

The Company normally does not have any construction contracts where the period up to the transfer of the promised goods or services to the customer represents a financing component. As such, the transaction price is not adjusted for the time value of money. For long-term receivables under Service Concession Arrangements, see section 5.7, "Service Concession Arrangements".

If the Company receives an advance payment, a future obligation is recognized and the recognition and measurement principles of IFRS 15 are applied to determine an appropriate basis for recognizing revenue.

Generally, construction and services contracts include defect and warranty periods following completion of the project. These obligations are not deemed to be separate performance obligations and are therefore estimated and included in the total cost of the contracts. Where required, amounts are recognized according to IAS 37 "*Provisions, Contingent Liabilities and Contingent Assets*".

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Other revenue types

Revenue related to the sale of aggregates and other materials is recognized at a point in time, and the performance obligation is typically satisfied on the delivery of the product to the customer.

Revenue related to operations and maintenance (“O&M”) is recognized over time, as the performance obligations are satisfied by the Company.

Remaining performance obligations

Backlog (i.e. remaining performance obligations) is the total value of work that has not yet been completed that: (a) has a high certainty of being performed as a result of the existence of an executed contract or work order specifying job scope, value and timing; or (b) has been awarded to the Company, as evidenced by an executed binding letter of intent or agreement, describing the general job scope, value and timing of such work, and where the finalization of a formal contract in respect of such work is reasonably assured. O&M activities are provided under contracts that can cover a period of up to 30 years. In order to provide information that is comparable to the backlog of other categories of activity, the Company limits backlog for O&M activities to the earlier of the contract term and the next five years.

5.2 CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash at banks and on hand, cash in joint operations, demand deposits, and short-term highly liquid investments that are readily convertible into known amounts of cash and that are subject to an insignificant risk of changes in value. The Company considers investments purchased with original maturities of three months or less to be cash equivalents.

5.3 FINANCIAL INSTRUMENTS – CLASSIFICATION AND MEASUREMENT

The Company classifies its financial assets into one of three categories: measured at amortized cost, fair value through other comprehensive income (“FVTOCI”) and fair value through profit and loss (“FVTPL”). The classification of financial assets under IFRS 9 is generally based on the business model in which a financial asset is managed and its contractual cash flow characteristics.

Recognition and initial measurement

Financial assets and financial liabilities are recognized in the statement of financial position when the Company becomes party to the contractual provisions of a financial instrument. All financial instruments are measured at fair value on initial recognition. Financial instruments related to all contract assets and liabilities are classified as current as they are expected to be realized or satisfied within the operating cycle of the contract. All other financial instruments are considered non-current if they are expected to be realized more than 12 months after the reporting period.

Transaction costs that are directly attributable to the acquisition or issuance of financial assets and financial liabilities, other than financial assets and financial liabilities classified as FVTPL, are added to or deducted from the fair value on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities classified as FVTPL are recognized immediately in net income.

Contingent assets are not recognized in the consolidated financial statements as this may result in the recognition of income that may never be realized. However, when the realization of income is virtually certain, then the related asset is not a contingent asset and its recognition is appropriate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Classification and subsequent measurement

The Company classifies financial assets, at the time of initial recognition, according to the Company's business model for managing the financial assets and the contractual terms of the cash flows. Financial assets are classified in the following measurement categories:

- (a) Amortized cost; and
- (b) Fair value.

When assets are measured at fair value, gains and losses are either recognized entirely in profit or loss (i.e. FVTPL), or recognized in other comprehensive income (i.e. FVTOCI).

Financial assets are subsequently measured at amortized cost if both the following conditions are met and they are not designated as FVTPL:

- (a) the financial asset is held within a business whose objective is to hold financial assets to collect contractual cash flows; and
- (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. These assets are subsequently measured at amortized cost using the effective interest rate method, less any impairment, with gains and losses recognized in net income in the period that the asset is derecognized or impaired.

Financial liabilities are subsequently measured at amortized cost using the effective interest rate method with gains and losses recognized in net income in the period that the liability is derecognized, except for financial liabilities classified as FVTPL. These financial liabilities are subsequently measured at fair value with changes in fair value recorded in net income in the period in which they arise to the extent they are not part of a designated hedging relationship.

The following table outlines the classification of financial instruments under IFRS 9:

	Classification
Financial assets	
Cash and cash equivalents	Amortized cost
Restricted cash	Amortized cost
Trade and other receivables	Amortized cost
Unbilled revenue	Amortized cost
Long-term financial assets- financial instruments	FVTPL, unless designated in a hedging relationship in which case classified as FVTOCI
Long-term financial assets- other receivables	Amortized cost
Financial liabilities	
Bank indebtedness	Amortized cost
Trade and other payables	Amortized cost
Long-term debt	Amortized cost
Preferred Shares of Aecon Utilities	FVTPL
Other liabilities- derivative liabilities	FVTOCI

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

From an accounting perspective, a preferred share that provides for mandatory redemption by the issuer for a fixed or determinable amount at a fixed or determinable future date, or gives the holder the right to require the issuer to redeem the instrument at or after a particular date for a fixed or determinable amount is a financial liability. In addition, a financial instrument that gives the holder the right to put it back to the issuer for cash or another financial asset (a 'puttable instrument') is a financial liability. As a result of the liquidity provisions and puttable nature of the Preferred Shares of Aecon Utilities, the Preferred Shares have been classified as current financial liability in the consolidated balance sheets at December 31, 2025 and 2024.

In addition, because the Preferred Shares contain certain embedded features that would otherwise qualify as embedded derivatives, the Company has elected to designate the Preferred Shares at fair value through profit or loss and will subsequently revalue the Preferred Shares to its fair value at each reporting date. The amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of the Preferred Shares are recognized in other comprehensive income and are not recycled through the income statement.

5.4 DERIVATIVE FINANCIAL INSTRUMENTS – HEDGE ACCOUNTING

The Company, often through its joint arrangements and equity accounted investees, enters into derivative financial instruments, namely interest rate swaps to hedge the variability of interest rates related to the long-term debt of its concession projects and foreign currency forward contracts to hedge foreign currency exposures on select construction projects. For designated hedges, the Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking these hedge transactions, and regularly assesses the effectiveness of these hedges.

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

5.5 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are recorded at historical cost less accumulated depreciation and accumulated impairment losses, if any. The cost of property, plant and equipment includes the purchase price and the directly attributable costs of acquisition or construction costs required to bring the asset to the location and condition necessary for the asset to be capable of operating in the manner intended by management. Right-of-use assets are initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

In subsequent periods, property, plant and equipment are stated at cost less accumulated depreciation and any impairment in value, with the exception of land and assets under construction, which are not depreciated but are stated at cost less any impairment in value.

Depreciation is recorded to allocate the cost, less estimated residual values of property, plant and equipment over their estimated useful lives on the following bases:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Aggregate properties are depreciated using the unit of extraction method based on estimated economically recoverable reserves, which results in a depreciation charge proportional to the depletion of reserves.

All other assets, excluding assets under construction, are depreciated on a straight-line basis over periods that approximate the estimated useful lives of the assets as follows:

<u>Assets</u>	<u>Term</u>
Land	Not depreciated
Buildings and leasehold improvements	10 to 40 years
Machinery and equipment	2 to 15 years
Office equipment	3 to 5 years
Vehicles	1 to 5 years

Assets under construction are not depreciated until they are brought into use, at which point they are transferred into the appropriate asset category.

The Company reviews the residual value, useful lives and depreciation method of depreciable assets on an annual basis and, where revisions are required, the Company applies such changes in estimates on a prospective basis.

The net carrying amounts of property, plant and equipment assets are reviewed for impairment either individually or at the cash-generating unit level when events and changes in circumstances indicate the carrying amount may not be recoverable. To the extent these carrying amounts exceed their recoverable amounts, that excess is fully recognized in profit or loss in the financial year in which it is determined.

When significant parts of property, plant and equipment are required to be replaced and it is probable that future economic benefits associated with the item will be available to the Company, the expenditure is capitalized and the carrying amount of the item replaced is derecognized. Similarly, maintenance and inspection costs associated with major overhauls are capitalized and depreciated over their useful lives where it is probable that future economic benefits will be available and any remaining carrying amounts of the cost of previous overhauls are derecognized. All other costs are expensed as incurred.

5.6 GOODWILL AND INTANGIBLE ASSETS

Goodwill

Goodwill represents the future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognized. Goodwill relating to the acquisition of subsidiaries is included on the consolidated balance sheets in intangible assets. Goodwill relating to the acquisition of associates is included in the investment of the associate and therefore tested for impairment in conjunction with the associate investment balance.

Goodwill is not amortized but is reviewed for impairment at least annually and whenever events or circumstances indicate the carrying amount may be impaired. Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to the cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The Company's cash-generating units generally represent either individual business units, or groups of business units that are all below the level of the Company's operating segments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

In a business combination, when the fair value attributable to the Company’s share of the net identifiable assets acquired exceeds the cost of the business combination, the excess is recognized immediately in profit or loss.

Internally generated goodwill is not recognized.

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Intangible assets

Intangible assets acquired as part of a business combination, such as acquired customer backlog, master service agreements, customer relationships, and tradenames, are recorded at fair value at the acquisition date if the asset is separable or arises from contractual or legal rights and the fair value can be measured reliably on initial recognition. Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortization and accumulated impairment losses, on the same basis as intangible assets that are acquired separately, if the asset has a finite useful life.

Intangible assets are amortized over their estimated useful lives. Intangible assets under development are not amortized until put into use.

Estimated useful lives are determined as the period over which the Company expects to use the asset and for which the Company retains control over benefits derived from use of the asset.

For intangible assets with a finite useful life, the amortization method and period are reviewed annually and impairment testing is undertaken when circumstances indicate the carrying amounts may not be recoverable.

Amortization expense on intangible assets with finite lives is recognized in profit or loss as an expense item.

The major types of intangible assets and their amortization periods are as follows:

Assets	Amortization basis
Acquired customer backlog	Straight-line as backlog revenue is worked off
Master service agreements	Straight-line over 1 - 10 years
Licences, software and other rights	Straight-line over 1 - 10 years
Aggregate permits	Units of extraction
Customer relationships	Straight-line over 3 years
Tradenames	Straight-line over 16 years

5.7 SERVICE CONCESSION ARRANGEMENTS

The Company accounts for Service Concession Arrangements in accordance with “IFRIC 12”.

IFRIC 12 provides guidance on the accounting for certain qualifying public-private partnership arrangements, whereby the grantor (i.e., usually a government) (a) controls or regulates what services the operator (i.e. “the concessionaire”) must provide with the infrastructure, to whom it must provide those services, and at what price; and (b) controls any significant residual interest in the infrastructure at the end of the term of the arrangement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

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

Accounting Model

(a) Financial Asset Model

Applicable when the concessionaire does not bear demand risk through the usage of the infrastructure (i.e., it has an unconditional right to receive cash irrespective of the usage of the infrastructure, for example through availability payments).

When the Company delivers more than one category of activity in a service concession arrangement, the consideration received or receivable is allocated by reference to the relative fair values of the activity delivered, when the amounts are separately identifiable.

Revenue recognized by the Company under the financial asset model is recognized in “Long Term Receivables”, a financial asset that is recovered through payments received from the grantor.

(b) Intangible Asset Model

Applicable when the concessionaire bears demand risk (i.e., it has a right to charge fees for usage of the infrastructure).

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

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

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

(a) Construction or upgrade activities when a service concession arrangement involves the construction or upgrade of the public service infrastructure:

Revenues relating to construction or upgrade services under a service concession arrangement are recognized based on the stage of completion of the work performed, consistent with the Company’s accounting policy on recognizing revenue applicable to any construction contract (see Section 5.1, “Revenue Recognition”).

(b) Operations and maintenance activities may include maintenance of the infrastructure and other activities provided directly to the grantor or the users:

Operations and maintenance revenues are recognized in the period in which the activities are performed by the Company, consistent with the Company’s accounting policy on recognizing revenue applicable to any operations and maintenance contract (see Section 5.1, “Revenue Recognition”).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

(c) Financing (applicable when the financial asset model is applied)

Finance income generated on financial assets is recognized using the effective interest method.

5.8 IMPAIRMENT OF NON-FINANCIAL ASSETS

Property, plant and equipment and intangible assets that are subject to amortization are reviewed for impairment at the end of each reporting period. If there are indicators of impairment, a review is undertaken to determine whether the carrying amounts are in excess of their recoverable amounts. An asset's recoverable amount is determined as the higher of its fair value less costs of disposal and its value-in-use. Such reviews are undertaken on an asset-by-asset basis, except where assets do not generate cash flows independent of other assets, in which case the review is undertaken at the cash-generating unit ("CGU") level.

Where a CGU, or group of CGUs, has goodwill allocated to it, or includes intangible assets that are either not available-for-use or that have an indefinite useful life (and can only be tested as part of a CGU), an impairment test is performed at least annually or whenever there is an indication the carrying amounts of such assets may be impaired. Corporate assets, where material to the carrying value of a CGU in computing impairment calculations, are allocated to CGUs based on the benefits received by the CGU.

If the carrying amount of an individual asset or CGU exceeds its recoverable amount, an impairment loss is recorded in profit or loss to reflect the asset at the lower amount. In assessing the value-in-use, the relevant future cash flows expected to arise from the continuing use of such assets and from their disposal are discounted to their present value using a market determined pre-tax discount rate, which reflects current market assessments of the time-value-of-money and asset-specific risks. Fair value less costs to sell is determined as the amount that would be obtained from the sale of the asset in an arm's length transaction between knowledgeable and willing parties.

Similarly, a reversal of a previously recognized impairment loss is recorded in profit or loss when events or circumstances indicate the estimates used to determine the recoverable amount have changed since the prior impairment loss was recognized and the recoverable amount of the asset exceeds its carrying amount. The carrying amount is increased to the recoverable amount but not beyond the carrying amount net of amortization, which would have arisen if the prior impairment loss had not been recognized. After such a reversal, the amortization charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life. Goodwill impairments are not reversed.

5.9 JOINT ARRANGEMENTS

Under IFRS 11, "*Joint Arrangements*," a joint arrangement is a contractual arrangement wherein two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement when the strategic financial and operating decisions relating to the arrangement require the unanimous consent of the parties sharing control.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each party. Refer to Note 4 "*Critical Accounting Estimates*" for significant judgments affecting the classification of joint arrangements as either joint operations or joint ventures.

The parties to a joint operation have rights to the assets, and obligations for the liabilities, relating to the arrangement whereas joint ventures have rights to the net assets of the arrangement. In accordance with IFRS 11, the Company accounts for joint operations by recognizing its share of any assets held jointly and any liabilities

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

incurred jointly, along with its share of the revenue from the sale of the output by the joint operation, and its expenses, including its share of any expenses incurred jointly.

Joint ventures are accounted for using the equity method of accounting in accordance with IAS 28, "*Investments in Associates and Joint Ventures*."

Under the equity method of accounting, the Company's investments in joint ventures and associates are carried at cost and adjusted for post-acquisition changes in the net assets of the investment. Profit or loss reflects the Company's share of the results of these investments. Distributions received from an investee reduce the carrying amount of the investment. The consolidated statements of comprehensive income also include the Company's share of any amounts recognized by joint ventures and associates in OCI.

Where there has been a change recognized directly in the equity of the joint venture or associate, the Company recognizes its share of that change in equity.

The financial statements of the joint ventures and associates are generally prepared for the same reporting period as the Company, using consistent accounting policies. Adjustments are made to bring into line any dissimilar accounting policies that may exist in the underlying records of the joint venture and/or associate. Adjustments are made in the consolidated financial statements to eliminate the Company's share of unrealized gains and losses on transactions between the Company and its joint ventures and associates.

Transactions with joint operations

Where the Company contributes or sells assets to a joint operation, the Company recognizes only that portion of the gain or loss that is attributable to the interests of the other parties.

Where the Company purchases assets from a joint operation, the Company does not recognize its share of the profit or loss of the joint operation from the transaction until it resells the assets to an independent party.

The Company adjusts joint operation financial statement amounts, if required, to reflect consistent accounting policies.

5.10 ASSOCIATES

Entities in which the Company has significant influence and which are neither subsidiaries, nor joint arrangements, are accounted for using the equity method of accounting in accordance with IAS 28, "*Investments in Associates and Joint Ventures*." This method of accounting is described in Section 5.9, "Joint Arrangements."

The Company discontinues the use of the equity method from the date on which it ceases to have significant influence, and from that date accounts for the investment in accordance with IFRS 9, "*Financial Instruments*," (at fair value), provided the investment does not then qualify as a subsidiary or a joint arrangement.

5.11 LOSS OF CONTROL OF A SUBSIDIARY

The loss of control of a subsidiary for accounting purposes usually occurs when the Company sells or otherwise transfers a portion of its interest in a subsidiary in a single transaction or as a result of multiple transactions. On losing control of a subsidiary for accounting purposes, the Company:

- derecognizes the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts;

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

- derecognizes the non-controlling interest (including any components of other comprehensive income attributable to them);
- recognizes the fair value of the consideration received, if any, and any shares distributed as dividends as part of the transaction that resulted in the loss of control;
- recognizes any investment retained in the former subsidiary at fair value;
- reclassifies to profit or loss (if required by other IFRS Accounting Standards) or transfers directly to retained earnings, any amounts included in other comprehensive income; and
- recognizes any resulting gain or loss within profit or loss attributable to the parent.

5.12 PROVISIONS

General

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Company expects some or all of the provision to be reimbursed, the reimbursement is recognized as a separate asset when reimbursement is virtually certain. The expense relating to any provision is presented in profit or loss net of any reimbursement. Where material, provisions are discounted using a current pre-tax discount rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

Decommissioning liabilities

The Company has legal obligations associated with the retirement of pits and quarries utilized in aggregate mining operations. As a result, a provision is made for close down, restoration and environmental rehabilitation costs (which include the dismantling and demolition of infrastructure, removal of residual materials and remediation of disturbed areas) in the financial period when the related environmental disturbance occurs, based on estimated future costs using information available at the consolidated balance sheet dates. The provision is discounted using a current market-based pre-tax discount rate that reflects the average life of the obligations and the risks specific to the liability. An increase in the provision due to the passage of time is recognized as a finance cost and the provision is reduced by actual rehabilitation costs incurred. The present value of the legal obligations incurred is recognized as an inventory production cost and is included in the cost of the aggregates produced.

The provision is reviewed at each reporting date for changes to obligations, legislation or discount rates that impact estimated costs or lives of operations. Changes in the amount or timing of the underlying future cash flows or changes in the discount rate are immediately recognized as an increase or decrease in the carrying amounts of related assets and the provision.

5.13 LEASES

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Company has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The Company has the right to direct the use of the asset. The Company has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Company has the right to direct the use of the asset if either:
 - The Company has the right to operate the asset; or
 - The Company designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on reassessment of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative stand-alone price.

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the relevant index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in the relevant index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company presents right-of-use assets in “property, plant and equipment” and lease liabilities in “long-term debt” in the consolidated balance sheets.

Short-term leases and leases of low-value assets

The Company has elected not to recognize right-of-use assets and lease liabilities for short-term leases of property, plant and equipment that have a lease term of 12 months or less and leases of low-value assets, such as some IT-equipment. The Company recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Nature of leased assets

The Company leases various offices, warehouses, land, equipment and vehicles. Contracts are typically made for fixed periods of one to ten years but may have extension options as described below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. Leased assets may not be used as security for borrowing purposes. Some leases provide for additional payments based on changes in inflation.

Extension and termination options

Some office leases include an option to renew the lease for an additional period after the non-cancellable contract period. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. Extension options are exercisable only by the Company and not by the lessors. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Company reassesses its portfolio of leases to determine whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control. The Company considers all facts and circumstances when making this decision. The Company examines whether there is an economic incentive or penalty that would affect the decision to exercise the option, for example, whether the lease option is below market value or whether the Company has made significant investments in leasehold improvements. Where it is not reasonably certain that the lease will be extended or terminated, the Company will not recognize these options.

Variable lease payments

Some leases also require the Company to make payments that relate to the property taxes and additional services levied on the lessor and insurance payments made by the lessor; these amounts are generally determined annually.

5.14 EMPLOYEE BENEFIT PLANS

The Company recognizes the cost of retirement benefits over the periods in which employees are expected to render services in return for the benefits.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

The Company sponsors defined benefit pension plans (which had their membership frozen as at January 1, 1998) and defined contribution pension plans for its salaried employees. The Company matches employee contributions to the defined contribution plans, which are based on a percentage of salaries. For the defined contribution pension plans the contributions are recognized as an employee benefit expense when they are earned.

For the defined benefit pension plans, current service costs are charged to operations as they accrue based on services rendered by employees during the year. Pension benefit obligations are determined annually by independent actuaries using management's best estimate assumptions. The plans' assets are measured at fair value. The present value of the defined benefit obligation is determined by discounting the estimated future cash flows using interest rates of high quality corporate bonds that have terms to maturity approximating the terms of the related pension liability. Actuarial gains and losses are recognized in other comprehensive income as they arise. Past service costs are recognized immediately in profit or loss unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past service costs are amortized on a straight-line basis over the vesting period.

5.15 CURRENT AND DEFERRED INCOME TAXES

Current income tax is calculated on the basis of tax laws enacted or substantively enacted at the consolidated balance sheet dates in the countries where the Company operates and generates taxable income. Current tax includes adjustments to tax payable or recoverable in respect of previous periods.

Deferred income tax is provided using the asset and liability method on all temporary differences at the consolidated balance sheet dates between the tax basis of assets and liabilities and their carrying amounts for financial reporting purposes. However, deferred income taxes are not recognized if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

Deferred income tax is provided on temporary differences associated with investments in subsidiaries, associates or joint ventures, except where the timing of the reversal of temporary differences can be controlled and it is probable the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognized only to the extent that it is probable that taxable profit will be available against which deductible temporary differences, carried forward tax credits or tax losses can be utilized.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which the asset is realized or the liability is settled, based on tax rates and tax laws enacted or substantively enacted at the consolidated balance sheet dates.

The carrying amount of deferred income tax assets is reviewed at each consolidated balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. To the extent that an asset not previously recognized fulfills the criteria for recognition, a deferred income tax asset is recorded.

Current and deferred taxes relating to items recognized directly in equity and other comprehensive income are recognized in equity and other comprehensive income and not in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Current income tax assets and liabilities or deferred income tax assets and liabilities are offset, if a legally enforceable right exists to offset current tax assets against current tax liabilities and the income taxes relate to the same taxable entity and the same tax authority.

The Company is within the scope of the Organisation for Economic Co-operation and Development Pillar Two model rules ("Pillar Two"). Pillar Two legislation was enacted in Canada on June 20, 2024 and came into effect from January 1, 2024. Under the legislation, the Company is liable to pay a top-up tax for the difference between its Global Anti-Base Erosion Rules ("GloBE" or "global minimum tax") effective tax rate per jurisdiction and the 15% minimum tax rate.

The Company is applying the exception to recognize and disclose information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023.

5.16 STOCK-BASED COMPENSATION

The Company has stock-based compensation plans, as described in Note 23, "*Capital Stock*." All transactions involving stock-based payments are recognized as an expense over the vesting period.

Equity-settled stock-based payment transactions, such as stock option awards and the Company's long-term incentive plan, are measured at the grant date fair value of employee services received in exchange for the grant of options or share awards and for non-employee transactions, at the fair value of the goods or services received at the date on which the entity recognizes the goods or services. The total amount of the expense recognized in profit or loss is determined by reference to the fair value of the share awards or options granted, which factors in the number of options expected to vest. Equity-settled share-based payment transactions are not remeasured once the grant date fair value has been determined, except in cases where the stock-based payment is linked to non-market related performance conditions.

Cash-settled stock-based payment transactions are measured at the fair value of the liability. The liability is remeasured at each consolidated balance sheet date and at the date of settlement, with changes in fair value recognized in profit or loss.

5.17 EARNINGS PER SHARE

Basic earnings per share

Basic earnings per share is determined by dividing profit attributable to shareholders of the Company, excluding, if applicable, preferred dividends after-tax, amortization of discounts and premiums on issuance, premiums on repurchases, inducements to convert relating to convertible debentures and any costs of servicing equity other than common shares, by the weighted average number of common shares outstanding during the year.

Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential common shares and the weighted average number of shares assumed to have been issued in relation to dilutive potential common shares.

Dilutive potential common shares result from stock-based compensation plans and convertible debentures when applicable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

5.18 FOREIGN CURRENCY TRANSLATION

Functional and presentation currency

Items included in the financial statements of each of the Company's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in thousands of Canadian dollars, which is the Company's presentation currency.

Transactions

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and resulting from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in profit or loss, except when deferred in other comprehensive income for qualifying cash flow hedges and for qualifying net investment hedges.

All foreign exchange gains and losses presented in profit or loss are presented within other income.

Changes in the fair value of monetary securities denominated in a foreign currency classified as FVTOCI are separated between translation differences resulting from changes in the amortized cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortized cost are recognized in profit or loss, and other changes in the carrying amount are recognized in other comprehensive income.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognized in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as FVTOCI, are included in other comprehensive income.

Translation of foreign entities

Assets and liabilities are translated from the functional currency to the presentation currency at the closing rate at the end of the reporting period. The consolidated statements of income are translated at exchange rates at the dates of the transactions or at the average rate if it approximates the actual rates. All resulting exchange differences are recognized in other comprehensive income.

On disposal, or partial disposal, of a foreign entity, or repatriation of the net investment in a foreign entity, resulting in a loss of control, significant influence or joint control, the cumulative translation account balance recognized in equity relating to that particular foreign entity is recognized in profit or loss as part of the gain or loss on sale. On a partial disposition of a subsidiary that does not result in a loss of control, the amounts are reallocated to the non-controlling interest in the foreign operation based on its proportionate share of the cumulative amounts recognized in AOCI. On partial dispositions of jointly controlled foreign entities or associates, the proportionate share of translation differences previously recognized in AOCI is reclassified to profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

5.19 BUSINESS COMBINATIONS

The Company uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary includes the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Company. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition related costs are expensed as incurred. Identifiable assets acquired, and liabilities and contingent liabilities assumed in a business combination, are measured initially at their fair values at the acquisition date. For each acquisition, the Company recognizes any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the Company's share of the identifiable net assets acquired is recorded as goodwill. If this amount is less than the fair value of the net assets of the subsidiary acquired, such as in the case of a bargain purchase, the difference is recognized directly in profit or loss.

Non-controlling interests represent the equity in a subsidiary not attributable, directly or indirectly, to a parent and are presented in equity in the consolidated balance sheets, separately from the parent's shareholders' equity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

6. FUTURE ACCOUNTING CHANGES

IFRS 18, Presentation and Disclosure in Financial Statements

IFRS 18 is a new standard on financial statement presentation and disclosure with a focus on updates to the statement of income. IFRS 18 will supersede IAS 1 “Presentation of Financial Statements” and the related interpretations when it becomes effective, however, many existing principles in IAS 1 are retained with limited changes. New requirements introduced in IFRS 18 include updates to the structure of the statement of income including presenting defined subtotals and specified categories (i.e. three new defined categories – operating, investing and financing, and two new subtotals – “operating profit or loss” and “profit or loss before financing and income taxes”), further disclosures on management-defined performance measures, and enhanced guidance on the principles of aggregation and disaggregation. The standard is effective for annual reporting periods beginning on or after January 1, 2027, and retrospective application is required.

Amendments to the Classification and Measurement of Financial Instruments

The IASB issued amendments to the Classification and Measurement of Financial Instruments which amends IFRS 9 “Financial Instruments” and IFRS 7 “Financial Instruments: Disclosures”. The amendments clarify the date on which a financial asset or financial liability is derecognized when using electronic payment systems. The amendments are effective for annual reporting periods beginning on or after January 1, 2026.

The Company is currently assessing the impact of adopting the new accounting standard and amendments on its future financial statements.

7. CASH AND CASH EQUIVALENTS

	December 31 2025	December 31 2024
Cash balances excluding joint operations	\$ 93,469	\$ 123,270
Cash balances of joint operations	392,550	314,755
	\$ 486,019	\$ 438,025

Cash and cash equivalents on deposit in the bank accounts of joint operations cannot be accessed directly by the Company.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

8. TRADE AND OTHER RECEIVABLES

	December 31 2025	December 31 2024
Trade receivables	\$ 963,424	\$ 503,628
Holdbacks receivable	237,518	354,842
Other	63,231	40,094
Allowance for expected credit losses	(1,661)	(1,248)
	1,262,512	897,316
Amounts receivable beyond one year	\$ 12,032	\$ 13,772

A reconciliation of the beginning and ending carrying amounts of the Company's allowance for expected credit losses is as follows:

	December 31 2025	December 31 2024
Balance - beginning of year	\$ (1,248)	\$ (848)
Additional amounts provided for during the year	(1,072)	(560)
Trade receivables written off during the year	203	60
Amounts recovered	456	100
Balance - end of year	\$ (1,661)	\$ (1,248)

The Company entered into a program with a financial institution whereby it can sell, without credit recourse, eligible trade receivables to the financial institution. The Company's ongoing involvement is limited to the remittance of customer payments to the financial institution with respect to the sold trade receivables. Trade receivables are presented net of the trade receivables sold.

9. UNBILLED REVENUE AND DEFERRED REVENUE

A reconciliation of the beginning and ending carrying amounts of unbilled revenue and deferred revenue is as follows:

	For the year ended December 31, 2025		For the year ended December 31, 2024	
	Unbilled revenue	Deferred revenue	Unbilled revenue	Deferred revenue
Balance outstanding - beginning of year	\$ 743,198	\$ (595,482)	\$ 719,243	\$ (519,084)
Revenue earned in the year	5,067,405	367,273	3,992,004	250,727
Billings in the year	(4,942,095)	(655,936)	(3,986,427)	(307,145)
Changes due to business combinations	2,832	(8,934)	18,378	(19,980)
Balance outstanding - end of year	\$ 871,340	\$ (893,079)	\$ 743,198	\$ (595,482)

In addition, revenue earned during the year ended December 31, 2025 decreased by \$121,600 (2024 - \$157,500) from performance obligations satisfied in previous periods. These amounts primarily related to the impact of adjustments to forecasted revenue and cost.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Revenue recognized in 2025 from deferred revenue balances existing at the beginning of the year totaled \$351,508 (2024 - \$245,460).

10. INVENTORIES

	December 31 2025	December 31 2024
Raw materials and supplies	\$ 10,206	\$ 15,249
Finished goods	5,743	6,277
	\$ 15,949	\$ 21,526

11. PROJECTS ACCOUNTED FOR USING THE EQUITY METHOD

The Company performs some construction and concession related projects through non-consolidated entities. The Company's participation in these entities is conducted through joint ventures and/or associates and is accounted for using the equity method. The Company's joint ventures and associates are private entities and there is no quoted market price available for their shares.

The summarized financial information below reflects the Company's share of the amounts presented in the financial statements of joint ventures:

	December 31, 2025	December 31, 2024
	Joint Ventures	Joint Ventures
Cash and cash equivalents	\$ 175,653	\$ 50,188
Other current assets	357,393	418,178
Total current assets	533,046	468,366
Non-current assets	789,427	1,215,944
Total assets	1,322,473	1,684,310
Trade and other payables and provisions	325,361	385,123
Other current financial liabilities	88,620	203,791
Total current liabilities	413,981	588,914
Non-current financial liabilities	652,181	852,556
Other non-current liabilities	5,220	4,901
Total non-current liabilities	657,401	857,457
Total liabilities	1,071,382	1,446,371
Net assets	\$ 251,091	\$ 237,939

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

	For the year ended	
	December 31, 2025	December 31, 2024
	Joint Ventures	Joint Ventures
Revenue	\$ 562,004	\$ 591,704
Depreciation and amortization	(16,155)	(15,492)
Other costs and expenses	(493,657)	(491,636)
Operating profit	52,192	84,576
Finance cost	(43,719)	(61,503)
Income tax expense	(679)	(1,863)
Profit for the year	7,794	21,210
Other comprehensive income (loss)	(8,643)	5,029
Total comprehensive income (loss)	\$ (849)	\$ 26,239

The movement in the investment in projects accounted for using the equity method is as follows:

	For the year ended	
	December 31 2025	December 31 2024
Projects accounted for using the equity method - at beginning of year	\$ 237,939	\$ 232,752
Share of profit for the year	7,794	21,210
Share of other comprehensive income (loss) for the year	(8,643)	5,029
Advances to (distributions from) projects accounted for using the equity method	14,001	(21,052)
Projects accounted for using the equity method - at end of year	\$ 251,091	\$ 237,939

The following joint ventures and associates are included in projects accounted for using the equity method:

Name	Ownership interest	Joint Venture or Associate	Years included
Waterloo Light Rail Transit Concessionaire	10%	Joint Venture	2025, 2024
Eglinton Crosstown Light Rail Transit Concessionaire	25%	Joint Venture	2025, 2024
Finch West Light Rail Transit Concessionaire	33%	Joint Venture	2025, 2024
Gordie Howe International Bridge Concessionaire	20%	Joint Venture	2025, 2024
Highway 401 Expansion Project SPV	50%	Joint Venture	2025, 2024
Pattullo Bridge Replacement Project SPV	50%	Joint Venture	2025, 2024
Eglinton Crosstown West Extension Advance Tunnel Project SPV	40%	Joint Venture	2025, 2024
ONxpress Operations Inc.	28%	Joint Venture	2025, 2024
Bermuda International Airport Concessionaire ("Skyport")	50.1%	Joint Venture	2025, 2024
Yonge North Subway Extension Advance Tunnel Developer	33%	Joint Venture	2025

Projects accounted for using the equity method include various concession joint ventures or project special purpose vehicles ("SPVs") as listed above. However, the construction activities related to these concessions and project SPVs are classified as joint operations which are accounted for in the consolidated financial statements by reflecting, line by line, the Company's share of the assets held jointly, liabilities incurred jointly, and revenue and expenses arising from the joint operations.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

12. PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings and leasehold improvements	Aggregate properties	Machinery and construction equipment	Office equipment, furniture and fixtures, and computer hardware	Vehicles	Total
Cost							
Balance at January 1, 2025	\$ 45,602	\$ 175,848	\$ 21,872	\$ 331,781	\$ 43,263	\$ 122,429	\$ 740,795
Additions - purchased assets	-	3,185	-	56,023	5,376	8,879	73,463
Additions - right-of-use assets	6,314	4,922	-	29,832	-	6,445	47,513
Additions - business combination (note 19)	2,426	4,834	-	4,693	-	2,541	14,494
Disposals	(2,525)	(6,987)	-	(27,402)	(4,042)	(11,670)	(52,626)
Foreign currency translation adjustments	(17)	(585)	-	(1,159)	(63)	(2,199)	(4,023)
Balance at December 31, 2025	\$ 51,800	\$ 181,217	\$ 21,872	\$ 393,768	\$ 44,534	\$ 126,425	\$ 819,616
Accumulated depreciation and impairment							
Balance at January 1, 2025	3,298	88,466	11,049	188,200	38,812	50,948	380,773
Depreciation - purchased assets	-	5,162	3,287	28,560	3,337	6,808	47,154
Depreciation - right-of-use assets (a)	3,417	11,176	-	10,376	-	10,192	35,161
Disposals	(1,451)	(6,640)	-	(21,679)	(4,042)	(8,497)	(42,309)
Foreign currency translation adjustments	(1)	(239)	(2)	(526)	(10)	(295)	(1,073)
Balance at December 31, 2025	\$ 5,263	\$ 97,925	\$ 14,334	\$ 204,931	\$ 38,097	\$ 59,156	\$ 419,706
Net book value at December 31, 2025	\$ 46,537	\$ 83,292	\$ 7,538	\$ 188,837	\$ 6,437	\$ 67,269	\$ 399,910
Net book value at January 1, 2025	\$ 42,304	\$ 87,382	\$ 10,823	\$ 143,581	\$ 4,451	\$ 71,481	\$ 360,022
Net book value of right-of-use assets included in property, plant & equipment at January 1, 2025	\$ 7,011	\$ 39,436	\$ 75	\$ 40,297	\$ -	\$ 28,344	\$ 115,163
Net book value of right-of-use assets included in property, plant & equipment at December 31, 2025	\$ 8,918	\$ 33,292	\$ 75	\$ 57,772	\$ -	\$ 21,940	\$ 121,997

(a) Depreciation of land relates to leases of land.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

	Land	Buildings and leasehold improvements	Aggregate properties	Machinery and construction equipment	Office equipment, furniture and fixtures, and computer hardware	Vehicles	Total
Cost							
Balance at January 1, 2024	\$ 39,676	\$ 149,384	\$ 21,872	\$ 226,775	\$ 37,941	\$ 70,646	\$ 546,294
Additions - purchased assets	-	5,061	-	46,135	2,414	7,070	60,680
Additions - right of use assets	7,195	6,964	-	16,897	-	12,228	43,284
Additions - business combination (note 19)	-	9,574	-	8,630	357	31,637	50,198
Adjustment	(b) 120	12,593	-	95,444	4,276	18,369	130,802
Disposals	(1,391)	(8,227)	-	(64,587)	(1,748)	(19,582)	(95,535)
Foreign currency translation adjustments	2	499	-	2,487	23	2,061	5,072
Balance at December 31, 2024	\$ 45,602	\$ 175,848	\$ 21,872	\$ 331,781	\$ 43,263	\$ 122,429	\$ 740,795
Accumulated depreciation and impairment							
Balance at January 1, 2024	1,814	74,219	9,729	132,699	33,859	42,075	294,395
Depreciation - purchased assets	-	4,877	1,320	26,750	2,531	3,163	38,641
Depreciation - right of use assets	(a) 2,701	10,019	-	10,796	-	10,840	34,356
Adjustment	(b) 95	6,884	-	70,519	3,601	5,642	86,741
Disposals	(1,313)	(7,831)	-	(53,344)	(1,181)	(10,975)	(74,644)
Foreign currency translation adjustments	1	298	-	780	2	203	1,284
Balance at December 31, 2024	\$ 3,298	\$ 88,466	\$ 11,049	\$ 188,200	\$ 38,812	\$ 50,948	\$ 380,773
Net book value at December 31, 2024	\$ 42,304	\$ 87,382	\$ 10,823	\$ 143,581	\$ 4,451	\$ 71,481	\$ 360,022
Net book value at January 1, 2024	\$ 37,862	\$ 75,165	\$ 12,143	\$ 94,076	\$ 4,082	\$ 28,571	\$ 251,899
Net book value of right-of-use assets included in property, plant & equipment at January 1, 2024							
	\$ 2,571	\$ 29,306	\$ 75	\$ 35,199	\$ -	\$ 23,959	\$ 91,110
Net book value of right-of-use assets included in property, plant & equipment at December 31, 2024							
	\$ 7,011	\$ 39,436	\$ 75	\$ 40,297	\$ -	\$ 28,344	\$ 115,163

(a) Depreciation of land relates to leases of land.

(b) Adjustments relate to property, plant and equipment in joint arrangement projects.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

13. INTANGIBLE ASSETS

	Goodwill	Acquired customer backlog and other acquisition - related intangible assets	Licences, software and other rights	Total
Cost				
Balance at January 1, 2025	\$ 151,266	\$ 89,937	\$ 99,370	\$ 340,573
Additions				
Separately acquired or constructed	-	-	1,241	1,241
Business combinations (note 19)	(a) 26,929	10,343	-	37,272
Disposals	-	(2,335)	(90)	(2,425)
Foreign currency translation adjustments	(1,837)	(2,817)	-	(4,654)
Balance at December 31, 2025	\$ 176,358	\$ 95,128	\$ 100,521	\$ 372,007
Accumulated amortization and impairment				
Balance at January 1, 2025	-	8,291	88,947	97,238
Amortization	-	19,929	3,922	23,851
Disposals	-	(2,335)	(80)	(2,415)
Foreign currency translation adjustments	-	(519)	-	(519)
Balance at December 31, 2025	\$ -	\$ 25,366	\$ 92,789	\$ 118,155
Net book value at December 31, 2025	\$ 176,358	\$ 69,762	\$ 7,732	\$ 253,852
Net book value at January 1, 2025	\$ 151,266	\$ 81,646	\$ 10,423	\$ 243,335

(a) Includes goodwill from 2025 business combinations as well as purchase price allocation adjustments of (\$415) made to the provisional goodwill balance related to the 2024 acquisition of Ainsworth Power Construction.

	Goodwill	Acquired customer backlog and other acquisition - related intangible assets	Licences, software and other rights	Total
Cost				
Balance at January 1, 2024	105,561	\$ 6,508	\$ 99,516	\$ 211,585
Additions				
Separately acquired or constructed	-	-	2,103	2,103
Business combination (note 19)	44,400	85,184	-	129,584
Disposals	-	(4,173)	(2,249)	(6,422)
Foreign currency translation adjustments	1,305	2,418	-	3,723
Balance at December 31, 2024	\$ 151,266	\$ 89,937	\$ 99,370	\$ 340,573
Accumulated amortization and impairment				
Balance at January 1, 2024	-	5,664	82,908	88,572
Amortization	-	6,564	8,288	14,852
Disposals	-	(4,173)	(2,249)	(6,422)
Foreign currency translation adjustments	-	236	-	236
Balance at December 31, 2024	\$ -	\$ 8,291	\$ 88,947	\$ 97,238
Net book value at December 31, 2024	\$ 151,266	\$ 81,646	\$ 10,423	\$ 243,335
Net book value at January 1, 2024	\$ 105,561	\$ 844	\$ 16,608	\$ 123,013

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

In 2025, goodwill and other intangible assets increased by \$27,344 and \$10,343, respectively (2024 - \$44,400 and \$85,184, respectively), as a result of the acquisitions of Bodell Construction Company and Trinity Industrial Services, LLC (2024 - Xtreme Powerline Construction, Ainsworth Power Construction, and United Engineers & Constructors Inc). Refer to Note 19, "*Business Combinations*" for further details regarding goodwill and other intangible assets acquired in 2025 and 2024.

Amortization of intangible assets is included in the depreciation and amortization expense line item on the consolidated statements of income.

Goodwill

The following CGUs or groups of CGUs have goodwill amounts allocated to them for the purposes of impairment testing:

	December 31 2025	December 31 2024
CGUs:		
Utilities	\$ 94,987	\$ 96,616
Industrial	57,828	30,633
Civil	12,104	12,104
Nuclear	11,439	11,913
	\$ 176,358	\$ 151,266

The recoverable amounts of the above listed CGUs were determined based on fair value less costs to sell calculations. Fair value less costs to sell calculations use post-tax cash flow projections expected to be generated by the CGU based on financial budgets approved by management covering a two-year period. For the CGUs noted above, cash flows beyond the two-year period were extrapolated as at December 31, 2025 using a growth rate of 2% (2024 – 2%), which does not exceed the long-term average growth rate for the business in which the CGUs operate. The discount rate applied to cash flow projections as at December 31, 2025 was 10.25% (2024 – 10.25%) based on the Company's post-tax weighted average cost of capital. Detailed sensitivity analyses were conducted to assess the impact of changes in growth rates, costs of capital, and cash flows on the recoverable amount, which did not indicate that the carrying amount of the CGU exceeds the recoverable amount. Budgeted cash flows were determined by management based on the Company's past performance, backlog currently on hand and future revenue prospects.

14. TRADE AND OTHER PAYABLES

	December 31 2025	December 31 2024
Trade payables and accrued liabilities	\$ 1,151,521	\$ 875,497
Holdbacks payable	219,416	184,918
	\$ 1,370,937	\$ 1,060,415

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

15. PROVISIONS

	Contract related obligations		Asset decommissioning costs		Tax assessments		Other	Total		
	(a)		(b)		(c)					
Balance at January 1, 2025	\$	15,859	\$	4,707	\$	3,525	\$	2,171	\$	26,262
Additions made		36,785		867		115		3,127		40,894
Amounts used		(22,207)		-		(1,118)		(4,389)		(27,714)
Unused amounts reversed		(3,300)		-		-		-		(3,300)
Other changes		-		275		-		-		275
Balance at December 31, 2025	\$	27,137	\$	5,849	\$	2,522	\$	909	\$	36,417
Reported as:										
Current		27,137		-		2,522		909		30,568
Non-current		-		5,849		-		-		5,849
	\$	27,137	\$	5,849	\$	2,522	\$	909	\$	36,417

- (a) Contract related obligations are made up of contract warranty obligations, litigation risks, and onerous contracts relating to construction operations. Contract warranty obligations relate to warranties provided by the Company in respect of its construction contracts. If not used during the warranty period, these amounts will be reversed into income. Warranty periods range from one to seven years.
- (b) Asset decommissioning costs relate to future legal and constructive obligations associated with the retirement of pits and quarries engaged in aggregate mining operations in Ontario and Alberta. Decommissioning obligations are expected to be settled between 2030 and 2055 at which point the amount of the liability will reverse. A 2% inflation factor has been applied to obtain the future value of the decommissioning costs, which has been discounted at a rate of 6.2% to obtain the present value of the obligation.
- (c) Tax assessments include provisions for specific income tax exposures faced by the Company in Canadian and foreign jurisdictions. Although final federal and provincial reassessments have not yet been issued for certain years, the Company believes that it has adequate provisions to cover the ultimate outcome of this and other tax reassessments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

16. LONG-TERM DEBT

LONG-TERM DEBT

	December 31 2025	December 31 2024
Long-term debt:		
Leases	\$ 130,218	\$ 124,623
Equipment and other loans	24,245	26,946
Total long-term debt	\$ 154,463	\$ 151,569
Reported as:		
Current liabilities:		
Current portion of long-term debt	\$ 43,903	\$ 40,765
Non-current liabilities:		
Long-term debt	110,560	110,804
	\$ 154,463	\$ 151,569

The following describes the components of long-term debt:

- (a) As at December 31, 2025, leases of \$130,218 (December 31, 2024 - \$124,623) bore interest at fixed rates averaging 5.28% (December 31, 2024 – 5.20%) per annum, with specific equipment provided as security.
- (b) As at December 31, 2025, equipment and other loans of \$24,245 (December 31, 2024 - \$26,946) bore interest at fixed rates averaging 4.39% (December 31, 2024 – 3.71%) per annum, with specific equipment provided as security.

The weighted average interest rate on total long-term debt outstanding (excluding when applicable convertible debentures and non-recourse project debt) as at December 31, 2025 was 5.14% (December 31, 2024 – 4.94%).

Expenses relating to short-term leases and leases of low-value assets recognized in the statement of income for the year ended December 31, 2025 was \$122,364 (2024 - \$99,845).

Variable lease payments of \$1,252 related to property taxes levied on lessors and not included in the measurement of lease liabilities were recognized in the statement of income during the year ended December 31, 2025 (2024 - \$1,049).

Total cash outflow related to leases excluding expenses relating to short-term and low-value leases and variable lease payments in 2025 was \$42,573 (2024 – \$40,522).

Refer to Note 12, “*Property, plant and equipment*” for further details of additions to right-of-use assets and depreciation charged on right-of-use assets during the year ended December 31, 2025.

Refer to Note 26, “*Finance cost*” for further details of interest on lease liabilities recognized during the year ended December 31, 2025.

Refer to Note 29, “*Financial instruments*” for contractual maturities of lease liabilities as at December 31, 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Lease extensions are included in a number of property and equipment leases across the Company. As at December 31, 2025, potential future cash outflow of \$49,377 (December 31, 2024 - \$45,977) related to these extension are not included in the lease liability because it is not reasonably certain that the leases will be extended.

As at December 31, 2025, potential future cash outflow of \$6,133 (December 31, 2024 - \$5,813) related to variable lease payments for property taxes and/or insurance payments made by lessors have not been reflected in the measurement of lease liabilities. These variable lease payments are recognized in the statement of income in the period in which those payments occur.

The movements in net debt for 2025 and 2024 are presented below:

Net debt reconciliation

	Cash	Bank indebtedness	Long-term debt	Preferred Shares of Aecon Utilities
Balance as at January 1, 2025	\$ 438,025	152,847	\$ 151,569	\$ 160,300
Cash flows	51,234	114,389	(43,187)	-
Foreign exchange adjustments	(3,240)	(9,837)	(571)	-
Non-cash lease additions and modifications	-	-	46,097	-
Business combination additions (see Note 19, "Business Combinations")	-	-	555	-
Interest/dividend accretion and other non-cash movements	-	-	-	28,540
Balance as at December 31, 2025	\$ 486,019	257,399	\$ 154,463	\$ 188,840

	Cash	Bank indebtedness	Long-term debt	Preferred Shares of Aecon Utilities
Balance as at January 1, 2024	\$ 645,784	\$ 111,700	\$ 149,378	157,110
Cash flows	(210,266)	34,169	(42,239)	-
Foreign exchange adjustments	2,507	6,978	833	-
Non-cash lease additions and modifications	-	-	33,611	-
Business combination additions (see Note 19, "Business Combinations")	-	-	9,986	-
Interest/dividend accretion and other non-cash movements	-	-	-	3,190
Balance as at December 31, 2024	\$ 438,025	152,847	\$ 151,569	160,300

17. PREFERRED SHARES OF AECON UTILITIES

	December 31 2025	December 31 2024
Reported as current liabilities:		
Preferred Shares of Aecon Utilities	\$ 188,840	\$ 160,300
Total Preferred Shares of Aecon Utilities	\$ 188,840	\$ 160,300

On October 23, 2023, Aecon Utilities, a wholly owned subsidiary of Aecon, entered into a subscription agreement with funds managed by the Power Opportunities strategy of Oaktree Capital Management LP ("Oaktree"). Oaktree subscribed for 154,640 convertible preferred shares (the "Preferred Shares") in Aecon Utilities at a subscription price of \$1,000 each resulting in gross proceeds of \$154,640, which represents \$150,000 after upfront fees ("Net Investment Amount"). The Preferred Shares are convertible at any time by Oaktree into a fixed 27.5% of the common equity of Aecon Utilities and is mandatorily convertible upon a qualified initial public offering ("IPO"). Prior to conversion, the Preferred Shares will accrue a 12% annual coupon for the first three years and 14% annual coupon thereafter. At Aecon's option, the coupon is payable in kind by accreting the

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

principal amount or in cash. On conversion of the Preferred Shares, Aecon's 72.5% equity interest in Aecon Utilities is not diluted as a result of the accretion feature. Accrued dividends of \$22,347 were included in finance costs for the year ended December 31, 2025 (2024 - \$19,855).

Aecon has the option to purchase the Preferred Shares for cash at any time at a value equivalent to the greatest of: (a) the as-converted value of the Preferred Shares, (b) the accreted value of the Preferred Shares, and (c) 1.5 times the Net Investment Amount less all cash dividends and distributions paid to Oaktree. Following the seven-year anniversary of the Investment, Oaktree may sell its Preferred Shares, subject to a right of first offer in favour of Aecon, or may require Aecon, at Aecon's election, to either (i) initiate an IPO process and/or (ii) initiate a sale of Aecon Utilities or (iii) purchase the Preferred Shares for cash at a price equal to the greater of (A) the accreted value of the Preferred Shares and (B) the as-converted value of the Preferred Shares being the fair market value of the common shares into which the Preferred Shares is convertible at that time.

Upon the occurrence of a change of control event, or in the event of the dissolution, liquidation or winding-up of Aecon Utilities, the preferred shares will be redeemed for cash at the greatest of: (a) the as-converted value of the Preferred Shares, (b) the accreted value of the Preferred Shares, and (c) 1.5 times the Net Investment Amount less all cash dividends and distributions paid to Oaktree.

The following table sets out the movements in the Preferred Shares of Aecon Utilities:

	For the year ended	For the year ended
	December 31 2025	December 31 2024
Balance at beginning of the year	\$ 160,300	\$ 157,110
Accrued dividends	22,347	19,855
Fair value (gain) loss through profit or loss	7,793	(19,565)
Fair value (gain) loss through other comprehensive income	(1,600)	2,900
Balance at end of the year	\$ 188,840	\$ 160,300

18. BANK INDEBTEDNESS

	December 31 2025	December 31 2024
Bank indebtedness	\$ 257,399	\$ 152,847
	\$ 257,399	\$ 152,847

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

At December 31, 2025, Aecon had a committed credit facility of \$600,000 (December 31, 2024 - \$450,000) and a separate \$400,000 (December 31, 2024 - \$400,000) committed credit facility for Aecon Utilities. At December 31, 2025, these two committed revolving credit facilities totalled \$1,000,000 (December 31, 2024 - \$850,000). Both credit facilities mature on June 25, 2029. The Company also has uncommitted demand letter of credit facilities of \$201,000 (December 31, 2024 - \$201,000) from Canadian banks and \$53,094 (€33,000) from a Spanish bank (December 31, 2024 - \$44,784 (€30,000)).

Bank indebtedness representing borrowings on the Aecon and Aecon Utilities revolving credit facilities at December 31, 2025 were \$131,304 and \$126,095, respectively (December 31, 2024 - \$nil and \$152,847, respectively). At December 31, 2025, letters of credit amounting to \$2,644 and \$1,657, respectively, were issued against Aecon and Aecon Utilities revolving credit facilities (December 31, 2024 - \$2,756 and \$1,327, respectively). At December 31, 2025, letters of credit amounting to \$75,217 and \$2,395, respectively, were issued against Aecon and Aecon Utilities uncommitted demand letter of credit facilities (December 31, 2024 - \$39,769 and \$7,400, respectively). Cash drawings under the two revolving credit facilities bear interest at rates between prime and prime plus 1.85% per annum. Letters of credit drawn on the revolving credit facilities reduce the amount available-for-use under the facilities.

At December 31, 2025, the Company also maintains an additional performance security guarantee facility of \$900,000 (December 31, 2024 - \$900,000) and a separate \$60,000 facility for Aecon Utilities (December 31, 2024 - \$nil) to support letters of credit provided by Export Development Canada of which \$771,875 and \$9,900, respectively, were utilized at December 31, 2025 (December 31, 2024 - \$610,656 and \$nil, respectively). These performance security guarantee facilities mature on June 30, 2027.

19. BUSINESS COMBINATIONS

Bodell Construction Company

On August 7, 2025, the Company acquired 100% of Bodell Construction Company ("Bodell"), an industrial construction company headquartered in Salt Lake City, Utah. Bodell specializes in oil and gas, mining, water and wastewater, and power generation projects across the Western and Southern United States.

The acquisition is accounted for using the purchase method and the results of its operations are included from the date of the acquisition.

The transaction requires the Company to pay the sellers additional earnout payments based on annual profitability over the subsequent year. The Company has included \$14,503 as contingent consideration related to the additional earnout payments, which represents its assessment of fair value at the date of acquisition. A working capital purchase price adjustment is payable from the seller to the Company based on the final closing working capital balance exceeding the target closing working capital balance.

Goodwill is attributed to Bodell's workforce, the future profitability of the acquired business, and from expected synergies arising from the complementary nature of Bodell's service offerings. This goodwill is not deductible for tax purposes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Trinity Industrial Services

On September 18, 2025, the Company acquired all of the property and assets of Trinity Industrial Services (“Trinity”), headquartered in Beaumont, Texas provides multidisciplinary services supporting maintenance, capital projects, turnarounds and fabrication for core industrial clients, primarily in Texas and across the Gulf Coast Region.

The acquisition is accounted for using the purchase method and the results of its operations are included from the date of the acquisition.

The transaction requires the Company to pay the sellers additional earnout payments based on exceeding annual profitability targets over the subsequent three years. The Company has included \$2,105 as contingent consideration related to the additional earnout payments, which represents its assessment of fair value at the date of acquisition. A working capital purchase price adjustment is payable from the seller to the Company based on the final closing working capital balance exceeding the target closing working capital balance.

Goodwill is attributed to Trinity's workforce, the future profitability of the acquired business, and from expected synergies arising from the complementary nature of Trinity's service offerings. This goodwill is deductible for tax purposes.

Xtreme Powerline Construction Inc.

On July 2, 2024, the Company through its subsidiary, Aecon Utilities, acquired Xtreme Powerline Construction Inc. (“Xtreme”), an electrical distribution utility contractor headquartered in Port Huron, Michigan. Previously a privately owned company, Xtreme is a full-service powerline constructor specializing in overhead distribution line repair, maintenance, and expansion services throughout the Eastern United States. Xtreme management retained a minority ownership of 6.32% in Xtreme post-acquisition. Xtreme expands Aecon Utilities' electrical distribution capabilities in the U.S. and enhances its diverse utility infrastructure service offering.

Ainsworth Power Construction

On December 2, 2024, the Company through its subsidiary, Aecon Utilities, acquired all of the property and assets of Ainsworth Power Construction, an electrical services and power systems business unit of Ainsworth Inc., headquartered in Toronto, Ontario, from GDI Integrated Facility Services. Ainsworth Power Construction's management and operational teams joined Aecon Utilities upon closing the transaction. Ainsworth Power Construction expands Aecon Utilities' electrical distribution capabilities in Canada and enhances its diverse utility infrastructure service offering.

United Engineers & Constructors Inc.

On December 17, 2024, the Company acquired United Engineers & Constructors Inc. (“United”), a nuclear and conventional power engineer and contractor headquartered in Mount Laurel, New Jersey, from affiliates of CriticalPoint Capital, LLC. United's management and operational teams joined Aecon upon closing of the acquisition. United provides end-to-end engineering, planning, and program and construction management services to nuclear and conventional power clients in the United States and Canada.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Details of the Acquisitions

Details of the purchase consideration, the net assets acquired, and goodwill at the dates of acquisition are as follows:

Purchase consideration:

	2025		2024
Cash paid	\$ 28,523	\$	190,885
Share consideration issued	7,579		-
Holdback and other amounts payable	1,283		(2,584)
Contingent consideration payable	16,608		19,210
Total purchase consideration	\$ 53,993	\$	207,511

Assets and liabilities recognized as a result of the acquisitions:

	2025		2024
Cash and cash equivalents	\$ 4,831	\$	26,498
Trade and other receivables	18,495		63,465
Unbilled revenue	2,832		18,378
Prepaid expenses	361		4,712
Property, plant and equipment	14,494		50,198
Intangible assets	10,343		85,184
Long-term financial assets	-		18,291
Trade and other payables	(11,416)		(35,999)
Long-term debt	(555)		(20,110)
Deferred revenue	(8,934)		(29,629)
Deferred income tax liabilities	(3,802)		(12,017)
Net identifiable assets acquired	\$ 26,649	\$	168,971
Less: non-controlling interests	-		(5,860)
Add: goodwill	27,344		44,400
Net assets acquired	\$ 53,993	\$	207,511

The fair value of trade and other receivables of \$18,495 includes \$30 for expected credit losses.

Cash Outflow Presented in the Consolidated Statements of Cash Flows:

	2025		2024
Cash outflow from business acquisitions, net of cash acquired:			
Cash consideration paid in the year	\$ 28,523	\$	190,885
Debt repayment at closing	-		10,125
Less: cash acquired	(4,831)		(26,498)
Net outflow of cash in investing activities	\$ 23,692	\$	174,512

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Revenue and operating profit contribution:

For the period from the respective date of each acquisition to December 31, 2025, the two business combinations in 2025 contributed revenue of \$31,282 and an operating profit of \$757 to the Company.

If the two acquisitions had occurred on January 1, 2025, pro forma revenue and operating profit would have been \$84,287 and \$1,647, respectively, for the period from January 1, 2025 to December 31, 2025. These pro forma amounts are estimated based on the results of the acquired business prior to the acquisition date and should not be viewed as indicative of the Company's consolidated future performance.

Acquisition-related costs:

Acquisition-related costs of \$1,473 and \$5,406 for the year ended December 31, 2025 and 2024, respectively, are included in marketing, general and administrative expenses in the consolidated statements of income and in operating cash flows in the consolidated statements of cash flows.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

20. INCOME TAXES

The provision for income taxes differs from the result that would be obtained by applying combined Canadian federal and provincial (Ontario, Alberta, Quebec and British Columbia) statutory income tax rates to profit or loss before income taxes. This difference results from the following:

	December 31 2025	December 31 2024
Profit (loss) before income taxes	\$ 24,824	\$ (76,529)
Statutory income tax rate	26.00%	26.40%
<u>Expected income tax recovery (expense)</u>	<u>(6,454)</u>	<u>20,204</u>
Effect on income taxes of:		
Projects accounted for using the equity method	442	1,595
Provincial and foreign rate differences	(947)	1,146
Disposal of other assets	(405)	454
Non-taxable remeasurement gains (losses)	(2,026)	5,165
Other non-deductible expenses	(3,703)	(4,400)
Adjustments in respect of prior years	4,551	1,592
Global Minimum Tax	(1,056)	(735)
Taxable dividends	(1,330)	(2,403)
Other	1,649	(5,529)
	<u>(2,825)</u>	<u>(3,115)</u>
<u>Income tax recovery (expense)</u>	<u>\$ (9,279)</u>	<u>\$ 17,089</u>

Deferred taxes have been remeasured to reflect statutory enacted future tax rates.

Income taxes were comprised of the following:

	December 31 2025	December 31 2024
Current income tax	\$ (559)	\$ (93,174)
Deferred income tax	(8,720)	110,263
<u>Income tax recovery (expense)</u>	<u>\$ (9,279)</u>	<u>\$ 17,089</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

The movement in the components of deferred income taxes is as follows:

	2025					2024				
	January 1	(Charged) credited to the income statement	(Charged)/ credited to other comprehensive income	Impact of business combinations	December 31	January 1	(Charged) credited to the income statement	(Charged)/ credited to other comprehensive income	Impact of business combinations	December 31
Canadian components:										
Net operating and capital losses carried forward	\$ 146,756	\$ (16,806)	\$ -	\$ -	\$ 129,950	\$ 114,743	\$ 32,013	\$ -	\$ -	\$ 146,756
Reserves expensed for financial statement purposes and deducted for income tax purposes when paid	1,755	1,424	-	-	3,179	2,051	(296)	-	-	1,755
Other temporary differences	2	-	-	-	2	2	-	-	-	2
Other long-term differences	6,846	(4,180)	-	-	2,666	6,435	411	-	-	6,846
Actuarial and hedging gains and losses	2,554	-	101	-	2,655	684	-	1,870	-	2,554
Property, plant and equipment: net book value in excess of tax basis	(14,558)	4,802	380	(3,802)	(13,178)	1,093	(3,291)	-	(12,360)	(14,558)
Long-term contracts, including joint ventures ⁽¹⁾	(75,652)	6,040	-	-	(69,612)	(157,060)	81,408	-	-	(75,652)
Deferred income tax asset (liability), net	\$ 67,703	\$ (8,720)	\$ 481	\$ (3,802)	\$ 55,662	\$ (32,052)	\$ 110,245	\$ 1,870	\$ (12,360)	\$ 67,703
Reported on the consolidated balance sheets as follows:										
Deferred income tax asset					\$ 136,416					\$ 117,939
Deferred income tax liability					(80,754)					(50,236)
Deferred income tax asset, net					\$ 55,662					\$ 67,703

⁽¹⁾ Results from the difference between the use of the percentage of completion method of reporting for consolidated financial statement purposes and use of the uncompleted contracts and billings less costs, excluding contractual holdbacks, for tax purposes.

Deferred tax assets are offset against deferred tax liabilities within each legal entity.

As at December 31, 2025, the Company had \$499,977 (2024 - \$564,795) of non-capital tax losses carried forward which will expire in varying amounts within 20 years. As at December 31, 2025, a deferred income tax asset of \$129,950 (2024 - \$146,756) has been recognized on \$499,977 (2024 - \$564,795) of these losses. The deferred income tax assets are recognized only to the extent that it is probable that taxable income will be available against which the unused tax losses can be utilized.

The operations of the Company are complex and related tax interpretations, regulations and legislation are subject to change. The Company believes the amounts reported as deferred income tax liabilities adequately reflect management's current best estimate of its income tax exposures (see Note 15 "Provisions").

Current income tax expense related to Pillar Two income taxes recorded in the year ended December 31, 2025 was \$1,056 (December 31, 2024 - \$735).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

21. EMPLOYEE BENEFIT PLANS

The Company has defined benefit pension plans including supplementary executive retirement plans and defined contribution plans covering substantially all employees, other than union employees who are covered by multi-employer pension plans administered by the unions. Benefits under the defined benefit plans are generally based on the employee's years of service and level of compensation near retirement. Benefits are not indexed for inflation, except for a supplementary executive retirement plan, which is fully indexed for changes in the consumer price index. The Company does not provide post-employment benefits other than pensions.

The measurement date used for financial reporting purposes of the pension plan assets and benefit obligation is December 31. The most recent actuarial valuation filed for funding purposes for the principal defined benefit pension plan was completed as at December 31, 2024 and the next required actuarial valuation will be prepared with an effective date no later than December 31, 2027.

The defined benefit pension obligation is presented as part of other liabilities on the consolidated balance.

The financial position and other selected information related to the employee defined benefit pension plans is presented in the tables below:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

	December 31 2025	December 31 2024
Change in fair value of plan assets:		
Fair value of plan assets - beginning of year	\$ 31,226	\$ 33,807
Return on plan assets less than discount rate	(19)	(725)
Net interest income	351	1,455
Plan administration costs	(155)	(360)
Company contributions	922	1,263
Plan participant contributions	9	23
Settlement	(23,920)	-
Benefits paid	(1,732)	(4,237)
Fair value of plan assets - end of year	\$ 6,682	\$ 31,226
Change in benefit obligation:		
Benefit obligation - beginning of year	\$ 32,992	\$ 34,059
Current service cost	24	34
Actuarial loss (gain) due to actuarial experience	(558)	290
Actuarial loss due to financial assumption changes	-	91
Actuarial loss due to demographic assumption changes	-	1,295
Settlement	(24,293)	-
Net interest cost	379	1,437
Benefits paid	(1,732)	(4,237)
Plan participant contributions	9	23
Benefit obligation - end of year	\$ 6,821	\$ 32,992
Funded status:		
Fair value of plan assets	\$ 6,682	\$ 31,226
Defined benefit obligation	(6,821)	(32,992)
Pension liabilities at December 31	\$ (139)	\$ (1,766)
Weighted average assumptions used to calculate benefit obligation:		
Discount rate	4.25%	4.50%
Rate of increase in future compensation	Not applicable	3.00%
Asset categories of pension assets:		
Debt securities	26.89%	86.45%
Equity securities	11.80%	1.85%
Cash and short-term notes	61.31%	11.70%

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

	2025		2024
Defined benefit pension expense:			
Current service cost, net of employee contributions	\$ 24	\$	34
Net interest cost (income)	27		(18)
Plan administration costs	155		360
Defined benefit pension expense recognized in profit or loss	206		376
Actuarial (gain) loss recognized in other comprehensive income	(539)		2,401
Defined benefit pension (recovery) expense	\$ (333)	\$	2,777
Other pension expense:			
Defined contribution pension expense	\$ 12,613	\$	10,115
Multi-employer pension plan expense	80,622		73,865
Other pension expense	\$ 93,235	\$	83,980
Weighted average assumptions used to calculate defined benefit pension expense:			
Discount rate	4.50%		4.50%
Rate of increase in future compensation	3.00%		3.00%

During 2025, the Company expects to make contributions of \$95 to the defined benefit plans.

	2025		2024
Total cash contribution for employee pension plans:			
Defined benefit plans	\$ 922	\$	1,263
Defined contribution plans	12,613		10,115
Multi-employer pension plans	80,622		73,865
	\$ 94,157	\$	85,243

The defined benefit obligations and benefit cost levels will change as a result of future changes in the actuarial methods and assumptions, the membership data, the plan provisions and the legislative rules, or as a result of future experience gains or losses, none of which have been anticipated at this time. Emerging experience, differing from the assumptions, will result in gains or losses that will be revealed in future accounting valuations. As a result of the uncertainty associated with these estimates, there is no assurance that the plans will be able to earn the assumed rate of return on plan assets. Furthermore, market driven changes may result in changes to discount rates and other variables, which would result in the Company being required to make contributions to the plans in the future that may differ significantly from estimates. As a result, there is a significant amount of measurement uncertainty involved in the actuarial valuation process. This measurement uncertainty may lead to potential fluctuations in financial results attributable to the selection of actuarial assumptions and other accounting estimates involved in the determination of pension expense and obligations. A significant actuarial and accounting assumption impacting the reporting of pension plans is the discount rate assumption. As at December 31, 2025, the Company used a discount rate of 4.25% in its pension plan calculations for consolidated financial statement purposes. The impact of a 0.5% decrease in the discount rate assumption would have resulted in an increase in the pension benefit obligation of approximately \$170 at December 31, 2025 and an increase in the estimated 2025 pension expense of approximately \$4.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

At December 31, 2025, the weighted average duration of the defined benefit obligation is 5 years.

In 2025, a group annuity buy-out policy was purchased from a life insurance company for all members of the main defined benefit plan. Monthly pension payments to retirees from the insurance company commenced on June 1, 2025. The cost of the annuity was \$23,920 and a gain on settlement of \$373 was included in the operating results for 2025.

22. CONTINGENCIES

Kemano Generating Station Second Tunnel Project

During the second quarter of 2020, Rio Tinto issued a notice of termination of contract to the joint operation in which Aecon holds a 40% interest with respect to the Kemano Generating Station Second Tunnel Project. The joint operation issued a notice of civil claim seeking approximately \$105,000 in damages from Rio Tinto, and Rio Tinto issued a counterclaim against the joint operation and its parent companies of approximately \$428,000.

Subsequent to year end, a full and final settlement was reached by the joint operation and Rio Tinto, the impact of which is reflected in the 2025 operating results.

K+S Potash Canada

During the second quarter of 2018, the Company filed a statement of claim in the Court of King's Bench for Saskatchewan (the "Court") against K+S Potash Canada ("KSPC") and KSPC filed a statement of claim in the Court against the Company. Both actions relate to the Legacy mine project in Bethune, Saskatchewan. The Company is seeking \$180,000 in payments due to it pursuant to agreements entered into between the Company and KSPC with respect to the project plus approximately \$14,000 in damages. The Company has recorded \$142,101 of unbilled revenue and accounts receivable at December 31, 2025. Offsetting this amount to some extent, the Company has accrued \$45,000 in trade and other payables for potential payments to third parties pending the outcome of the claim against KSPC. KSPC is seeking an order that the Company repay to KSPC approximately \$195,000 already paid to the Company pursuant to such agreements. The Company has also been brought into two other lawsuits in the same Court between KSPC and various other contractors involved with the Legacy mine project, both relating to matters which the Company believes are materially covered by insurance coverage, to the extent of any liability. In the fourth quarter of 2022, the Court issued a decision allowing an application by Aecon to add KSPC's parent company K+S Aktiengesellschaft ("KSAG") as a defendant to the lawsuit arising from KSAG's conduct in inducing KSPC to breach its contract with Aecon. These claims may not be resolved for several years. While the Company considers KSPC's claim to be without merit and does not expect that the resolution of these claims will cause a material impact to its financial position, the ultimate results cannot be predicted at this time.

The Company is involved in various other disputes and litigation both as plaintiff and defendant. The resolution of other disputes against the Company, including those provided for (see Note 15, "Provisions"), are not expected to result in a material effect on the consolidated financial position of the Company.

See also Note 4, "Critical Accounting Estimates" for judgments and estimates impacting litigation risk and claims risk.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

As part of regular operations, the Company has the following guarantees and letters of credit outstanding:

	Project	December 31 2025
Letters of credit:		
In support of the Company's equity obligations	Bermuda International Airport Redevelopment Project	\$ 12,694
Financial and performance - issued by Export Development Canada in the normal conduct of business	Various joint arrangement projects	\$ 769,081
Financial and performance - issued in the normal conduct of business	Various	\$ 81,913

Under the terms of many of the Company's associate and joint arrangement contracts with project owners, each of the partners is jointly and severally liable for performance under the contracts. At December 31, 2025, the value of uncompleted work for which the Company's associate and joint arrangement partners are responsible, and which the Company could be responsible for assuming, amounted to approximately \$8,054,568. In the event the Company assumed this additional work, it would have the right to receive the partner's share of billings to the project owners pursuant to the respective associate or joint arrangement contract.

23. CAPITAL STOCK

	For the year ended December 31, 2025		For the year ended December 31, 2024	
	Number	Amount	Number	Amount
Number of common shares outstanding - beginning of year	62,834,008	\$ 442,334	62,266,403	\$ 430,709
Common shares issued in a business combination (see note 19)	398,399	7,579	-	-
Shares issued to settle stock-based compensation obligations	1,245,365	19,797	728,205	12,741
Common shares purchased under Normal Course Issuer Bid	(405,750)	(2,875)	(160,600)	(1,116)
Number of common shares outstanding - end of year	64,072,022	\$ 466,835	62,834,008	\$ 442,334

The Company is authorized to issue an unlimited number of common shares.

Normal Course Issuer Bid

On August 15, 2025, the Toronto Stock Exchange ("TSX") approved the Company's normal course issuer bid (the "NCIB") pursuant to which the Company may purchase for cancellation up to 3,180,767 common shares of Aecon, representing 5% of the issued and outstanding common shares as of August 7, 2025. The NCIB commenced on August 19, 2025 and will end no later than August 18, 2026.

The renewal of the NCIB follows on the conclusion of Aecon's previous normal course issuer bid which expired on August 18, 2025 (the "Previous NCIB"). Aecon had received the approval of the TSX to purchase up to 3,126,306 Common Shares under the Previous NCIB.

The Company also entered into an automatic securities purchase plan ("ASPP") in respect of the NCIB with a designated broker (the "Broker"). The Broker is responsible for making purchases of common shares pursuant to the ASPP including during times when the Company would ordinarily not be permitted to purchase common

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

shares due to regulatory restrictions or trading black-out periods established under Aecon's Insider Trading Policy. Under the Plan, Aecon may, but is not required to, instruct the Broker to make purchases under the NCIB based on parameters set by Aecon in accordance with the Plan, TSX rules and applicable securities laws. At December 31, 2025, no liability was recorded in the Company's consolidated balance sheets in connection with the ASPP.

During the year ended December 31, 2025, 405,750 common shares were repurchased for cancellation pursuant to the NCIB and Previous NCIB at a cost of \$8,766 of which \$2,875 was recorded as a reduction in share capital and \$5,891 recorded as a reduction of retained earnings. During the year ended December 31, 2024, 160,600 common shares were repurchased for cancellation pursuant to the Previous NCIB at a cost of \$3,116 of which \$1,116 was recorded as a reduction in share capital and \$2,000 recorded as a reduction of retained earnings.

STOCK-BASED COMPENSATION

Long-Term Incentive Plans

The Company maintains various long-term incentive plans (collectively "LTIP") to further focus senior executives on the achievement of the Company's strategic plan, serve as a retention tool for select executives, and better align the interests of senior executives with those of shareholders. Awards to participants are based on the financial results of the Company and are made in the form of Deferred Share Units ("DSU"), Restricted Share Units ("RSU"), and Performance Share Units ("PSU"). DSU and RSU awards represent the right to receive one common share of the Company. Each PSU award specifies the applicable performance period, performance criteria, and a performance multiplier that may range from 50% to 200% applied to each performance criteria. Each PSU award represents the right to receive the market value of one common share in cash.

DSU awards vest only on the retirement or termination of the participant, RSU awards vest annually over three years, and PSU awards vest after a three-year period. Compensation charges related to the LTIP are expensed over the estimated vesting period of the awards in marketing, general and administrative expense in the consolidated statements of income. DSU and RSU awards are accounted for as equity-settled stock-based transactions. PSU awards are accounted for as cash-settled stock-based transactions with the related liability revalued to fair value at the end of each reporting period. All LTIP awards have accompanying dividend equivalent rights, which are also expensed as earned in marketing, general and administrative expense.

For the year ended December 31, 2025, the Company recorded LTIP compensation charges of \$19,509 (2024 - \$17,732), before the effect of the total return swap ("TRS") derivative contracts.

Other Stock-based Compensation – Director DSU Awards

In February 2021, the Board of Directors modified its director compensation program by replacing the 2014 Director DSU Plan (as defined below) with a director deferred share unit plan that provides for the settlement of DSUs in cash only (the "2021 Director DSU Plan") for future grants. A DSU is a right to receive an amount from the Company equal to the value of one common share. In addition to the discretionary award of DSUs, directors have an option to elect to receive 50% or 100% of their Board annual retainer fee that is otherwise payable in cash in the form of DSUs. The number of DSUs awarded to a director is equal to the value of the compensation that a director elects to receive in DSUs or the value awarded by the Company on an annual basis divided by the volume weighted average trading price of a common share on the TSX for the five trading days prior to the date of the award. DSUs are redeemable on the first business day following the date the director ceases to serve on the Board.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

The Board of Directors will no longer issue new DSUs under the director deferred share unit plan dated May 2014 (the “2014 Director DSU Plan”). The last award of DSUs under the 2014 Director DSU Plan was made on March 12, 2020. DSUs granted under the 2014 Director DSU Plan will continue to be governed by the terms of the 2014 Director DSU Plan.

Director DSU awards are expensed in full on the date of grant and recognized in marketing, general and administrative expense in the consolidated statements of income. DSU awards under the 2014 Director DSU Plan are accounted for as equity-settled stock-based transactions. DSU awards under the 2021 Director DSU Plan are accounted for as cash-settled stock-based transactions with the related liability revalued to fair value at the end of each reporting period. Director DSUs have accompanying dividend equivalent rights, which are also expensed as earned in marketing, general and administrative expense.

For the year ended December 31, 2025, the Company recorded Director DSU compensation expense, net of fair value adjustments, of \$4,285 (2024 – expense of \$6,199). Compensation expense (recovery) is before the effect of the TRS derivative contracts.

The per share price of the Company’s common shares at December 31, 2025 was \$31.28 (December 31, 2024 - \$27.22).

During the second quarter of 2025, the Company entered into TRS derivative contracts for the purpose of managing its exposure to changes in the fair value of its PSU and Director DSU share-based compensation plans, arising from changes in the fair value of the Company’s common shares. The Company recognized a gain of \$13,993 on these derivatives in the consolidated statement of income in marketing, general and administrative expenses for the year ended December 31, 2025 (2024 - \$nil).

Other Stock-based Compensation – Employee Share Unit (ESU) Awards

In April 2019, the Company adopted an Employee Share Unit (“ESU”) plan, an employee benefit program that enables all permanent, non-unionized, Canadian resident employees to become shareholders of the Company. The program includes ESUs gifted to eligible employees, and additional ESUs that may be purchased by eligible employees during a predetermined window each year at a discounted price.

ESU awards and purchases vest annually over three years. ESUs are equity settled awards with compensation charges related to ESU awards and purchases expensed over the estimated vesting period in marketing, general and administrative expense.

For the year ended December 31, 2025, the Company recorded an ESU compensation expense of \$561 (2024 - \$681).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Details of the changes in the balance of LTIP awards, Director DSUs, and ESUs outstanding are detailed

	For the year ended December 31, 2025		
	LTIP	Director DSUs	ESUs
	Share Units		
Balance outstanding - beginning of year	3,312,283	493,928	189,365
Granted	915,081	112,558	34,150
Dividend equivalent rights	137,557	17,111	11,757
Settled	(1,321,421)	(202,737)	(135,327)
Forfeited	(33,400)	-	(16,473)
Balance outstanding - end of year	3,010,100	420,860	83,472

	Weighted Average Grant Date Fair Value Per Unit		
Balance outstanding - beginning of year	\$ 14.95	\$ 23.61	\$ 15.58
Balance outstanding - end of year	\$ 17.21	\$ 28.28	\$ 17.47

Amounts included in Contributed Surplus in the Consolidated Balance Sheets at December 31, 2025 in respect of LTIP, Director DSUs, and ESUs were \$32,510 (December 31, 2024 - \$40,192), \$1,552 (December 31, 2024 - \$2,751), and \$1,112 (December 31, 2024 - \$2,731), respectively. Amounts included in Trade and Other Payables in the Consolidated Balance Sheets at December 31, 2025 in respect of LTIP and Director DSUs were \$10,775 (December 31, 2024 - \$5,073) and \$10,348 (December 31, 2024 - \$8,911), respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

24. EXPENSES

	For the year ended	
	December 31 2025	December 31 2024
Personnel	\$ 1,777,277	\$ 1,569,713
Subcontractors	2,568,878	1,989,590
Materials	776,823	638,618
Equipment costs	125,281	54,666
Depreciation of property, plant and equipment and amortization of intangible assets	106,166	87,849
Other expenses	26,383	20,845
Total expenses	\$ 5,380,808	\$ 4,361,281

Reported as:

	For the year ended	
	December 31 2025	December 31 2024
Direct costs and expenses	\$ 5,040,593	\$ 4,060,184
Marketing, general and administrative expense	234,049	213,248
Depreciation and amortization	106,166	87,849
Total expenses	\$ 5,380,808	\$ 4,361,281

25. OTHER INCOME

	For the year ended	
	December 31 2025	December 31 2024
Foreign exchange gain	\$ 3,313	\$ 2,554
Gain on sale of property, plant and equipment	8,553	19,034
Gain on sale of subsidiaries	-	14,912
Gain on change in fair value of contingent consideration	12,424	-
Gain on change in fair value of other financial instruments	1,145	788
Total other income	\$ 25,435	\$ 37,288

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

26. FINANCE COST

	For the year ended	
	December 31 2025	December 31 2024
Interest and notional interest on long-term debt	\$ 4,542	\$ 2,762
Interest on leases	6,180	5,516
Interest on bank indebtedness	27,663	15,274
Dividends on Preferred Shares of Aecon Utilities	22,347	19,855
(Gain) loss on change in fair value of Preferred Shares of Aecon Utilities	7,793	(19,565)
Notional interest on provisions	275	226
Other	2,353	1,046
Total finance cost	\$ 71,153	\$ 25,114

Included in the other finance cost is interest related to the TRS derivative contracts.

27. EARNINGS PER SHARE

Details of the calculation of earnings (loss) per share are set out below:

	For the year ended	
	December 31 2025	December 31 2024
Basic and diluted net profit (loss) attributable to shareholders	\$ 15,162	\$ (59,524)
Average number of common shares outstanding	63,115,543	62,382,592
Effect of dilutive securities: ⁽¹⁾		
Long-term incentive plan	2,799,104	3,478,853
Weighted average number of diluted common shares outstanding	65,914,647	65,861,445
Basic earnings (loss) per share	\$ 0.24	\$ (0.95)
Diluted earnings (loss) per share ⁽¹⁾	\$ 0.23	\$ (0.95)

⁽¹⁾When the impact of dilutive securities increases the earnings per share or decreases the loss per share, they are excluded for purposes of the calculation of diluted earnings (loss) per share.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

28. SUPPLEMENTARY CASH FLOW INFORMATION

Change in other balances relating to operations

	For the year ended	
	December 31 2025	December 31 2024
Decrease (increase) in:		
Trade and other receivables	\$ (355,809)	\$ 145,938
Unbilled revenue	(128,207)	(48,235)
Inventories	5,547	(669)
Prepaid expenses	(80,200)	7,812
Increase (decrease) in:		
Trade and other payables	286,639	(42,350)
Provisions	(26,596)	(29,886)
Deferred revenue	292,010	48,289
	\$ (6,616)	\$ 80,899

Cash flows from interest

	For the year ended	
	December 31 2025	December 31 2024
Operating activities		
Cash interest paid	\$ (35,389)	\$ (22,685)
Cash interest received	8,878	8,637

29. FINANCIAL INSTRUMENTS

Fair value

From time to time, the Company enters into forward contracts and other foreign exchange hedging products to manage its exposure to changes in exchange rates related to transactions denominated in currencies other than the Canadian dollar but does not hold or issue such financial instruments for speculative trading purposes. At December 31, 2025, the Company had contracts to buy US\$nil, sell US\$nil, and sell €nil (December 31, 2024 – buy US\$16,000, sell US\$nil, and sell €2,500, respectively), on which there was a cumulative net unrealized exchange gain of \$nil recorded in the consolidated statements of income at that date (December 31, 2024 - gain \$10). In addition, at December 31, 2025, outstanding contracts to buy US\$nil (December 31, 2024 – buy US\$338) were designated as cash flow hedges on which there was a cumulative unrealized loss recorded in other comprehensive loss of \$nil (December 31, 2024 – gain \$55). The net unrealized exchange gain or loss represents the estimated amount the Company would have received/paid if it terminated the contracts at the end of the respective periods.

In addition, some of the Company's investments in projects accounted for using the equity method enter into derivative financial instruments, namely interest rate swaps, to hedge the variability of interest rates related to non-recourse project debt. At December 31, 2025, for these derivative financial instruments designated as cash flow hedges, there was a cumulative unrealized loss recorded in other comprehensive loss of \$1,588 (December 31, 2024 - gain \$1,064).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

IFRS 13, "Fair Value Measurement", enhances disclosures about fair value measurements. Fair value is defined as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. The fair value hierarchy is based on three levels of inputs. The first two levels are considered observable and the last unobservable. These levels are used to measure fair values as follows:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company has the ability to access at the measurement date.
- Level 2 – Inputs, other than Level 1 inputs, that are observable for assets and liabilities, either directly or indirectly. Level 2 inputs include: quoted market prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
- Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The following table summarizes the fair value hierarchy under which the Company's fair value disclosures of financial instruments are calculated.

	At December 31, 2025			
	Total	Level 1	Level 2	Level 3
Financial assets (liabilities) measured at fair value:				
Cash flow hedges	\$ (1,588)	\$ -	\$ (1,588)	\$ -
TRS derivative contracts	13,840	-	13,840	-
Long-term financial assets	17,194	-	17,194	-
Preferred Shares of Aecon Utilities	(188,840)	-	-	(188,840)
Financial assets (liabilities) disclosed at fair value:				
Long-term financial assets	56,900	-	56,900	-
Long-term debt	(163,392)	-	(163,392)	-

During the year ended December 31, 2025, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into or out of Level 3 fair value measurements.

Preferred Shares of Aecon Utilities

The Preferred Shares are designated as fair value through profit or loss and is classified as level 3 in the fair value hierarchy as there are significant unobservable inputs used in the valuation. Management uses a lattice model to estimate the fair value of the preferred shares. It utilizes the binomial tree method to project the stock price movements, determine optimal timing to exercise the conversion feature and other optionalities included in the instrument, and calculates the possible payoffs of the instruments. The key inputs in determining fair value include credit spread, risk-free rate, market volatility, underlying share price and conversion price, and assumptions related to the probability of events that would trigger mandatory conversions.

Methodologies and procedures regarding Level 3 fair value measurements are determined by the Company's management. The calculation of Level 3 fair values is derived based on the underlying contractual terms of the Preferred Shares as well as observable and unobservable inputs. Development of unobservable inputs requires

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

the use of significant judgment. Level 3 fair value measurements are reviewed and validated by the Company's management to ensure reasonability and accuracy on a quarterly basis.

The Preferred Shares were measured at fair value using the following significant unobservable inputs: The Company used an underlying share price of Aecon Utilities at December 31, 2025 of \$1.20. If the Company had used an underlying share price that was higher or lower by 10%, the potential effect would be an increase of \$16,305 or a decrease of \$14,601 to the fair value of the Preferred Shares through the income statement. The Company used a market volatility of 28.40%. If the Company had used a market volatility that was higher or lower by 10%, the potential effect would be an increase of \$937 or a decrease of \$1,059 to the fair value of the preferred shares through the income statement. The Company used a credit spread of 16.48%. If the Company had used a credit spread that was higher or lower by 10%, the potential effect would be a decrease of \$2,208 or an increase of \$2,354 to the fair value of the preferred shares through other comprehensive income.

Risk management

The main risks arising from the Company's financial instruments are credit risk, liquidity risk, interest rate risk and currency risk. These risks arise from exposures that occur in the normal course of business and are managed on a consolidated Company basis.

Credit risk

Financial instruments that subject the Company to credit risk consist primarily of cash and cash equivalents, short-term deposits and marketable securities, accounts receivable, holdbacks receivable, unbilled revenues, foreign exchange contracts and TRS.

Credit risk associated with cash and short-term deposits is minimized by ensuring these financial assets are placed with financial institutions with investment grade credit ratings and by placing a limit on the amount that can be invested with any single financial institution.

The credit risk associated with foreign exchange contracts arises from the possibility the counterparty to one of these contracts fails to perform according to the terms of the contract. Credit risk associated with foreign exchange contracts is minimized by entering into such transactions with major Canadian financial institutions.

Concentration of credit risk associated with accounts receivable, holdbacks receivable and unbilled revenue is limited by the Company's diversified customer base and its dispersion across different business and geographic areas. The credit quality of the Company's significant customers is monitored on an ongoing basis and allowances are provided for potential losses that have been incurred at the consolidated balance sheet date. Receivables that are neither past due nor impaired are considered by management to have no significant collection risk. The liquidity of customers and their ability to pay receivables are considered in the impairment of such assets. Most trade receivables that are past due are from public-sector clients and infrastructure/industrial companies with strong credit ratings and are subject to lower credit risk. No collateral is held in respect of impaired assets or assets that are past due but not impaired. The Company recognizes loss allowances using 12-month expected credit losses, or lifetime expected credit losses if there has been a significant increase in the credit risk on the instrument.

As at December 31, 2025, the Company had \$71,394 in trade receivables that were past due. Of this amount, \$56,658 was over 60 days past due, against which the Company has recorded an allowance for expected credit losses of \$1,661.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Liquidity risk

Liquidity risk is the risk the Company will encounter difficulty in meeting obligations associated with financial liabilities that are settled in cash or another financial asset.

The Company's approach is to ensure it will have sufficient liquidity to meet operational, tax, capital and regulatory requirements and obligations, under both normal and stressed circumstances. Cash flow projections are prepared and reviewed quarterly by the Board of Directors to ensure a sufficient continuity of funding. Long-term debt maturities are spread over a range of dates, thereby ensuring the Company is not exposed to excessive refinancing risk in any one year. The Company's cash and cash equivalents, short-term deposits and restricted cash are invested in highly liquid interest-bearing investments.

Contractual maturities for financial liabilities as at December 31, 2025 are as follows:

	Due within one year	Due between one and five years	Due after five years	Total undiscounted cash flows	Effect of interest	Fair value adjustment	Carrying value
Bank Indebtedness ⁽²⁾	\$ -	\$ 257,399	\$ -	\$ 257,399	\$ -	\$ -	\$ 257,399
Trade and other payables	\$ 1,370,937	\$ -	\$ -	\$ 1,370,937	\$ -	\$ -	\$ 1,370,937
Leases	\$ 45,403	\$ 86,101	\$ 15,087	\$ 146,591	\$ (16,373)	\$ -	\$ 130,218
Equipment and other loans	5,306	18,062	4,201	27,569	(3,324)	-	24,245
	50,709	104,163	19,288	174,160	(19,697)	-	154,463
Preferred Shares of Aecon Utilities ⁽¹⁾	-	381,256	-	381,256	(180,857)	(11,559)	188,840
Long-term financial liabilities	\$ 50,709	\$ 485,419	\$ 19,288	\$ 555,416	\$ (200,554)	\$ (11,559)	\$ 343,303

(1) The Preferred Shares of Aecon Utilities have no fixed repayment terms (see Note 17 "Preferred Shares of Aecon Utilities"). The Preferred Shares are assumed to have a remaining contractual maturity of less than 5 years in this summary.

(2) Cash drawings under the revolving credit facilities bear interest at rates between prime and prime plus 1.85% per annum.

The Company uses TRS derivative contracts for the purpose of managing its exposure to changes in the fair value of its PSU and Director DSU share-based compensation plans arising from changes in the fair value of the Company's common shares. The Company has fixed a portion of the settlement costs of these share-based compensation plans by entering into TRS derivative contracts maturing in 2026. The TRS derivative contracts are not designated as a hedge. The change in the value of the TRS derivative contracts are recorded each period based on the difference between the notional price and the market price of the Company's common shares at the end of each period. Changes in the fair value of the TRS derivative contracts are recorded as compensation

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

within marketing, general and administrative expense in the consolidated statement of income. The fair value of the TRS derivative contracts included in prepaids and other assets at December 31, 2025 was \$13,840 (December 31, 2024 - \$nil).

The TRS derivative contracts are classified as derivative financial instrument. At December 31, 2025, a 10% change in the share price applied to the Company's TRS derivative contracts would change the fair value of the derivative by approximately \$3,128 (December 31, 2024 - \$nil), with a corresponding impact to profit or loss before income taxes

The Company has certain share-based compensation plans, where the values are based on the common share price of the Company. At December 31, 2025, a 10% change in the share price applied to the Company's share-based compensation plans would have impacted the Company's profit or loss before income taxes for the year ended December 31, 2025 by approximately \$1,694 (December 31, 2024 - \$891).

Interest rate risk

The Company is exposed to interest rate risk on its short-term deposits and its long-term debt to the extent that its investments or credit facilities are based on floating rates of interest.

For the year ended December 31, 2025, a 1% increase or a 1% decrease in interest rates applied to the Company's variable rate facilities and TRS derivative contracts would have impacted the Company's profit or loss by \$3,794.

As at December 31, 2025, the interest rate profile of the Company's long-term debt was as follows:

Fixed rate instruments	\$	154,463
Total long-term debt	\$	154,463

The Company is not exposed to changes in interest rates on fixed rate long-term debt instruments. As such, changes in interest rates in the current year related to these financial liabilities would not have had an impact on net earnings or comprehensive income in the current period. The impact of changes in market interest rates on the fair value of future cash flows of the Preferred Shares of Aecon Utilities is discussed above in this note the section titled "Fair Value".

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

Currency risk

The Company operates internationally and is exposed to risk from changes in foreign currency rates. The Company is mainly exposed to fluctuations in the US dollar.

At December 31, 2025, a 10% change in the US dollar against the Canadian dollar would have impacted the Company's profit or loss in the current period by \$5,270 because of currency exposures. The sensitivity analysis includes foreign currency denominated monetary items but excludes all investments in joint ventures and hedges and adjusts their translation at year-end for the above 10% change in foreign currency rates.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Additional information on financial instruments:

	As at December 31, 2025				
	Amortized cost	Fair value through profit or loss	Fair value through OCI	Total carrying amount	Total fair value
Cash and cash equivalents	\$ 486,019	\$ -	\$ -	\$ 486,019	\$ 486,019
Trade and other receivables	1,262,512	-	-	1,262,512	1,262,512
Unbilled revenue	871,340	-	-	871,340	871,340
TRS derivative contracts	13,840	-	-	13,840	13,840
Long-term financial assets	56,900	17,194	-	74,094	74,094
	\$ 2,690,611	\$ 17,194	\$ -	\$ 2,707,805	\$ 2,707,805
Bank indebtedness	\$ 257,399	\$ -	\$ -	\$ 257,399	\$ 257,399
Trade and other payables	1,370,937	-	-	1,370,937	1,370,937
Preferred Shares of Aecon Utilities	-	188,840	-	188,840	188,840
Long-term debt	154,463	-	-	154,463	163,392
	\$ 1,782,799	\$ 188,840	\$ -	\$ 1,971,639	\$ 1,980,568

	As at December 31, 2024				
	Amortized cost	Fair value through profit or loss	Fair value through OCI	Total carrying amount	Total fair value
Cash and cash equivalents	\$ 438,025	\$ -	\$ -	\$ 438,025	\$ 438,025
Trade and other receivables	897,316	-	-	897,316	897,316
Unbilled revenue	743,198	-	-	743,198	743,198
Long-term financial assets	22,327	16,048	-	38,375	38,375
	\$ 2,100,866	\$ 16,048	\$ -	\$ 2,116,914	\$ 2,116,914
Bank indebtedness	\$ 152,847	\$ -	\$ -	\$ 152,847	\$ 152,847
Trade and other payables	1,060,415	-	-	1,060,415	1,060,415
Preferred Shares of Aecon Utilities	-	160,300	-	160,300	160,300
Long-term debt	151,569	-	-	151,569	160,377
	\$ 1,364,831	\$ 160,300	\$ -	\$ 1,525,131	\$ 1,533,939

Cash and cash equivalents, restricted cash, marketable securities, trade receivables, trade payables and accrued liabilities approximate their fair values on a discounted cash flow basis because of the short-term nature of these instruments. In general, investments with original maturities of greater than three months and remaining maturities of less than one year are classified as short-term investments. Investments with maturities beyond one year may be classified as current based on their highly liquid nature and because such marketable securities represent the investment of cash that is available for current operations.

Other financial instruments held or issued by the Company include holdbacks receivable, non-interest bearing project advances payable or holdbacks payable, which are amounts directly related to construction contracts. These amounts, by their nature, do not bear interest and consideration for the time value of money is thus negotiated into the price of the contracts. The Company does not have plans to sell these financial instruments to third parties and will realize or settle them in the normal course of business. No quoted market price exists for these instruments because they are not traded in an active and liquid market.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Accordingly, the fair values of holdbacks receivable, non-interest bearing project advances payable or holdbacks payable, which are due within one year, are considered to approximate their carrying values. For those financial instruments that are due beyond one year, the Company has valued them to reflect the time value of money and the credit risk or the borrowing risk associated with these financial instruments.

The fair value of long-term debt is derived by discounting the remaining principal and interest payments at interest rates reflective of the Company's current cost of borrowing for similar debt. These interest rates were calculated by using the Canadian interest rate swap yield at year-end and adjusting for the credit spread that reflects the Company's cost of secured credit.

30. CAPITAL DISCLOSURES

For capital management purposes, the Company defines capital as the aggregate of its shareholders' equity and debt. Debt includes the current and non-current portions of long-term debt (excluding non-recourse debt and drawings on the Company's credit facilities presented as bank indebtedness), convertible debentures when issued, and Preferred Shares of Aecon Utilities.

The Company's principal objectives in managing capital are:

- to ensure sufficient liquidity to adequately fund the ongoing operations of the business;
- to provide flexibility to take advantage of contract and growth opportunities that are expected to provide returns to shareholders;
- to maintain a strong capital base;
- to provide a rate of return in excess of its cost of capital to its shareholders; and
- to comply with financial covenants required under its various borrowing facilities.

The Company manages its capital structure and adjusts it in light of changes in economic conditions. In order to maintain or adjust its capital structure, the Company may issue new debt or repay existing debt, issue new shares, repurchase shares, issue convertible debt, or adjust the quantum of dividends paid to shareholders. Financing decisions are generally made on a specific transaction basis and depend on such things as the Company's needs, capital markets and economic conditions at the time of the transaction.

Although the Company monitors capital on a number of bases, including liquidity and working capital, total debt (excluding non-recourse debt and drawings on the Company's credit facilities presented as bank indebtedness) as a percentage of total capitalization (debt to capitalization percentage) is considered by the Company to be the most important metric in measuring the strength and flexibility of its consolidated balance sheets. At December 31, 2025, the debt to capitalization percentage was 27% (December 31, 2024 - 25%). While the Company believes this debt to capitalization percentage is acceptable, because of the cyclical nature of its business, and due to the uncertainties described in Note 4, "*Critical Accounting Estimates*" and Note 22, "*Contingencies*", the Company will continue its current efforts to maintain a conservative capital position.

Under the terms of the Company's committed credit facilities, which have a carrying amount at December 31, 2025 of \$257,399 (December 31, 2024 - \$152,847), the Company is required to comply at the end of each annual and interim reporting period with key financial debt covenants calculated using ratios as defined in the credit agreements that compare total funded debt, direct debt, and cash interest to a calculation of earnings specific to the credit agreements. At December 31, 2025, the Company complied with all of its financial debt covenants.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

31. OPERATING SEGMENTS

Segment reporting is based on the Company's divisional operations. The breakdown by division mirrors the Company's internal reporting systems.

The Company currently operates in two segments within the infrastructure development industry: Construction and Concessions. The other costs and eliminations category in the summary below includes corporate costs and other activities not directly allocable to segments and also includes inter-segment eliminations.

The Construction segment includes all aspects of the construction of both public and private infrastructure, primarily in Canada, and on a selected basis, internationally and focuses primarily on the following market sectors:

- Civil Infrastructure;
- Urban Transportation Solutions;
- Nuclear Infrastructure;
- Utility Infrastructure; and
- Industrial Infrastructure.

Activities within the Concessions segment include the development, financing, build and operation of construction projects primarily by way of public-private partnership contract structures, as well as integrating the services of all project participants, and harnessing the strengths and capabilities of Aecon. The Concessions segment focuses primarily on providing the following services:

- Development of domestic and international Public-Private Partnership ("P3") projects;
- Private finance solutions;
- Developing strategic partnerships;
- Leading and/or actively participating in development teams; and
- Operations and maintenance of infrastructure assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

For the year ended December 31, 2025					
	Construction	Concessions	Other and eliminations	Total	
Consolidated statements of income					
External customer revenue	\$ 5,427,125	\$ 7,553	\$ -	\$ 5,434,678	
Inter-segment revenue	(6,400)	-	6,400	-	
Total revenue	5,420,725	7,553	6,400	5,434,678	
Expenses	\$ (5,316,487)	\$ (13,176)	\$ (51,145)	\$ (5,380,808)	
Which include:					
Depreciation and amortization	(105,122)	(212)	(832)	(106,166)	
Other income:					
Foreign exchange gain (loss)	\$ 2,297	\$ (241)	\$ 1,257	\$ 3,313	
Gain on sale of property, plant and equipment	8,553	-	-	8,553	
Gain on change in fair value of contingent consideration	12,424	-	-	12,424	
Gain on change in fair value of other financial instruments	-	1,145	-	1,145	
Income (loss) from projects accounted for using the equity method	\$ (128)	\$ 7,922	\$ -	\$ 7,794	
Operating profit (loss)	\$ 127,384	\$ 3,203	\$ (43,488)	\$ 87,099	
Finance income (cost):					
Finance income				\$ 8,878	
Finance cost				(71,153)	
Income before income taxes				\$ 24,824	
Income tax expense				(9,279)	
Profit for the year				\$ 15,545	
Revenue by contract type					
Fixed price	\$ 1,727,881	\$ -	\$ -	\$ 1,727,881	
Cost plus/unit price	3,692,844	-	6,400	3,699,244	
Concession operations	-	7,553	-	7,553	
Total revenue	5,420,725	7,553	6,400	5,434,678	
Revenue by service type					
Construction revenue	\$ 5,420,725	\$ -	\$ 6,400	\$ 5,427,125	
Concession revenue	-	7,553	-	7,553	
Total revenue	5,420,725	7,553	6,400	5,434,678	
Consolidated balance sheets					
Segment assets	\$ 4,124,591	\$ 367,115	\$ (501,480)	\$ 3,990,226	
Which include:					
Projects accounted for using the equity method	208	250,883	-	251,091	
Segment liabilities	\$ 2,758,597	\$ 33,143	\$ 269,731	\$ 3,061,471	
Additions to non-current assets:					
Property, plant and equipment	\$ 130,466	\$ -	\$ 5,004	\$ 135,470	
Intangible assets	\$ 37,436	\$ -	\$ 1,077	\$ 38,513	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

For the year ended December 31, 2024					
	Construction	Concessions	Other and eliminations	Total	
Consolidated statements of income					
External customer revenue	\$ 4,230,692	\$ 12,039	\$ -	\$ 4,242,731	
Inter-segment revenue	(10,189)	-	10,189	-	
Total revenue	4,220,503	12,039	10,189	4,242,731	
Expenses	\$ (4,295,500)	\$ (16,528)	\$ (49,253)	\$ (4,361,281)	
Which include:					
Depreciation and amortization	(86,864)	(261)	(724)	(87,849)	
Other income:					
Foreign exchange gain (loss)	\$ 1,585	\$ 1,261	\$ (292)	\$ 2,554	
Gain on sale of property, plant and equipment	17,934	-	1,100	19,034	
Gain on sale of subsidiaries	-	5,894	9,018	14,912	
Gain on change in fair value of other financial instruments	-	788	-	788	
Income from projects accounted for using the equity method	\$ 445	\$ 20,765	\$ -	\$ 21,210	
Operating profit (loss)	\$ (55,033)	\$ 24,219	\$ (29,238)	\$ (60,052)	
Finance income (cost):					
Finance income				\$ 8,637	
Finance cost				(25,114)	
Loss before income taxes				\$ (76,529)	
Income tax recovery				17,089	
Loss for the year				\$ (59,440)	
Revenue by contract type					
Fixed price	\$ 1,644,696	\$ -	\$ -	\$ 1,644,696	
Cost plus/unit price	2,575,807	-	10,189	2,585,996	
Concession operations	-	12,039	-	12,039	
Total revenue	4,220,503	12,039	10,189	4,242,731	
Revenue by service type					
Construction revenue	\$ 4,220,503	\$ -	\$ 10,189	\$ 4,230,692	
Concession revenue	-	12,039	-	12,039	
Total revenue	4,220,503	12,039	10,189	4,242,731	
	Construction	Concessions	Other and eliminations	Total	
Consolidated balance sheets					
Segment assets	\$ 3,408,579	\$ 404,449	\$ (586,804)	\$ 3,226,224	
Which include:					
Projects accounted for using the equity method	3,877	234,062	-	237,939	
Segment liabilities	\$ 2,091,637	\$ 44,397	\$ 127,754	\$ 2,263,788	
Additions to non-current assets:					
Property, plant and equipment	\$ 151,361	\$ 568	\$ 2,233	\$ 154,162	
Intangible assets	\$ 129,584	\$ 787	\$ 1,316	\$ 131,687	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

Geographic segment information:

	December 31 2025	December 31 2024
Revenue from external customers:		
Canada	\$ 4,601,823	\$ 3,796,237
USA	626,504	325,314
International	206,351	121,180
	\$ 5,434,678	\$ 4,242,731

Property, plant, equipment and intangible assets

Canada	\$ 445,068	\$ 426,429
USA	206,442	176,149
International	2,252	779
	\$ 653,762	\$ 603,357

Revenue from external customers has been attributed to individual countries on the basis of the customer's location.

Revenue from the Company's largest customer accounted for approximately 18.8% of consolidated revenue for the year ended December 31, 2025. The customer and its affiliated entities are located in Canada, with revenue recorded primarily in the construction segment.

32. REMAINING PERFORMANCE OBLIGATIONS

Backlog (i.e. remaining performance obligations) means the total value of work that has not yet been completed that: (a) has a high certainty of being performed as a result of the existence of an executed contract or work order specifying job scope, value and timing; or (b) has been awarded to the company, as evidenced by an executed binding letter of intent or agreement, describing the general job scope, value and timing of such work, and where the finalization of a formal contract in respect of such work is reasonably assured. O&M activities are provided under contracts that can cover a period of up to 30 years. In order to provide information that is comparable to the backlog of other categories of activity, the Company limits backlog for O&M activities to the earlier of the contract term and the next five years.

Reported backlog as at December 31, 2025 of \$10,713,773 compares to backlog of \$6,661,913 as at December 31, 2024. New contract awards of \$9,486,539 were booked in 2025 compared to \$4,747,195 in 2024.

Backlog

	As at December 31	
	2025	2024
Construction	\$ 10,693,496	\$ 6,550,672
Concessions	20,277	111,241
Consolidated	\$ 10,713,773	\$ 6,661,913

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Backlog duration, representing the expected period during which backlog on hand will be converted into revenue, is set out in the table below:

Estimated backlog duration

	As at December 31			
	2025		2024	
Next 12 months	\$ 3,630,386	34%	\$ 3,003,681	45%
Next 13-24 months	2,097,269	20%	1,283,884	19%
Beyond	4,986,118	46%	2,374,348	36%
	\$ 10,713,773	100%	\$ 6,661,913	100%

The Company does not report as backlog the significant number of contracts and arrangements in hand where the exact amount of work to be performed cannot be reliably quantified or where a minimum number of units at the contract specified price per unit is not guaranteed. Examples include time and material and some cost-plus and unit priced contracts where the extent of services to be provided is undefined or where the number of units cannot be estimated with reasonable certainty. Other examples include the value of construction work managed under construction management advisory contracts, concession agreements, multi-year operating and maintenance service contracts where the value of the work is not specified, supplier of choice arrangements and alliance agreements where the client requests services on an as-needed basis. None of the expected revenue from these types of contracts and arrangements is included in backlog. Therefore, the Company's anticipated future work to be performed at any given time is greater than what is reported as backlog.

33. RELATED PARTIES

The Company conducts its business principally through the following subsidiary companies, all of which are wholly owned. Oaktree's investment in the Preferred Shares of Aecon Utilities is convertible at any time by Oaktree into a fixed 27.5% of the common equity of Aecon Utilities (see Note 17 "*Preferred Shares of Aecon Utilities*"):

Subsidiary	Jurisdiction of Incorporation
Aecon Construction Group Inc.	Canada
Aecon Industrial Management Corp.	Canada
Aecon Infrastructure Management Inc.	Alberta
Aecon Transportation West Ltd.	Alberta
Aecon Utilities Group Inc.	Canada
Aecon Utilities Inc.	Canada
Aecon Water Infrastructure Inc.	Alberta
Groupe Aecon Quebec Ltee.	Quebec

The Company also conducts its business through the following significant joint arrangements and associates:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025 AND 2024
(in thousands of Canadian dollars, except per share amounts)

Joint arrangements and associates	Country of operations	Ownership interests	Nature of activities
Aecon Six Nations GP	Canada	49.00%	Construction
BC Highway Reinstatement Program - Highway 8	Canada	50.00%	Construction
BHP Canada's Jansen Potash Project - Wet Mill Area	Canada	49.00%	Construction
Bruce Power Retube and Feeder Replacement Work	Canada	55.00%	Construction
Bruce Power Unit 3 & 4 Steam Generator Replacement Project	Canada	40.00%	Construction
Bruce Power Unit 3 Fuel Channel and Feeder Replacement Project	Canada	55.00%	Construction
Bruce Power Unit 6 Fuel Channel and Feeder Replacement Project	Canada	40.00%	Construction
Bruce Power Unit 6 Steam Generator Replacement Project	Canada	40.00%	Construction
Bruce Power Units 4, 5, 7 and 8 Fuel Channel and Feeder Replacement Project	Canada	55.00%	Construction
Bruhn Bridge Road Widening of Highway 1 to Old Spall Road	Canada	50.00%	Construction
Buffalo Pound Water Treatment Plant Renewal Project	Canada	50.00%	Construction
Coastal GasLink Pipeline (Spreads 3 and 4) Project	Canada	50.00%	Construction
Contrecoeur Terminal Expansion Project	Canada	40.00%	Construction
Darlington New Nuclear Project	Canada	65.00%	Construction
Darlington Nuclear Re-Tube and Feeder Replacement Project	Canada	50.00%	Construction
Eglinton Crosstown Light Rail Transit Concessionaire	Canada	25.00%	Concession
Eglinton Crosstown Light Rail Transit Construction Project	Canada	25.00%	Construction
Eglinton Crosstown West Extension – Advance Tunnel Construction Project	Canada	40.00%	Construction
Eglinton Crosstown West Extension – Advance Tunnel Project SPV	Canada	40.00%	Construction
Enoch Aecon Joint Venture	Canada	49.00%	Construction
Finch West Light Rail Transit Concessionaire	Canada	33.33%	Concession
Finch West Light Rail Transit Construction Project	Canada	33.33%	Construction
Gordie Howe International Bridge Concessionaire	Canada and USA	20.00%	Concession
Gordie Howe International Bridge Project	Canada and USA	20.00%	Construction
Holdom Overpass Project	Canada	50.00%	Construction
John Hart Seismic Upgrades Project	Canada	60.00%	Construction
Ladore Dam Spillway Gates Upgrade	Canada	60.00%	Construction
Montréal-Trudeau International Airport REM Station Project	Canada	50.00%	Construction
Ontario Line Project	Canada	40.00%	Construction
ONxpress GO Expansion On-Corridor Works Project	Canada	50.00%	Construction
ONxpress Operations Inc.	Canada	28.00%	Concession
Pattullo Bridge Replacement Construction Project	Canada	50.00%	Construction
Pattullo Bridge Replacement Project SPV	Canada	50.00%	Construction
Pickering Retube, Feeder and Boiler Replacement	Canada	20.00%	Construction
Réseau express métropolitain Montreal Light Rail Transit Project	Canada	24.00%	Construction
Scarborough Subway Extension – Stations, Rail and Systems	Canada	50.00%	Construction
Second Narrows Water Supply Tunnel Project	Canada	40.00%	Construction
Site C Generating Station and Spillways Civil Works Project	Canada	30.00%	Construction
Surrey Langley SkyTrain Project	Canada	33.33%	Construction
Winnipeg North End Sewage Treatment Plant Project	Canada	50.00%	Construction
Yonge North Subway Extension Advance	Canada	33.33%	Construction

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

(in thousands of Canadian dollars, except per share amounts)

The Company enters into transactions with certain equity accounted investees as part of the normal course of operations. The Company had the following transactions with equity accounted investees:

As at December 31, 2025, trade receivables include amounts due from equity accounted investees of \$125,657 (2024 - \$39,216), and trade payables include amounts due to equity accounted investees of \$nil (2024 - \$nil).

For the year ended December 31, 2025, revenue includes sales to equity accounted investees of \$555,339 (2024 - \$724,919), and direct costs and expenses include purchases from equity accounted investees of \$nil (2024 - \$nil).

Key management includes the Company's Board of Directors and Named Executive Officers. Compensation awarded to key management is as follows:

	December 31 2025	December 31 2024
Short-term employee benefits	\$ 8,429	\$ 7,216
Post-employment benefits	185	164
Stock-based compensation	5,064	10,962
	\$ 13,678	\$ 18,342

34. SUBSEQUENT EVENT

On January 6, 2026, Aecon Utilities Group Inc. ("AUGI") completed the acquisition of 100% of K.P.C. Power Electrical Ltd. and K.P.C. Energy Metering Solutions Ltd. (collectively "KPC"), headquartered in Ontario for \$40,000 plus contingent consideration. Upon closing of the transaction, KPC's management and operational teams joined AUGI. KPC has approximately 100 employees and the majority of its work is with local distribution companies in Ontario. KPC provides high-voltage testing and commissioning services, as well as energy metering solutions.

The preliminary purchase price allocations for the above acquisition have not been finalized pending final determination of the fair values of assets acquired and liabilities assumed.

2025 Sustainability Highlights

Aecon's Purpose and Impact

Aecon's purpose is to build what matters to enable future generations to thrive. We build and operate infrastructure that meets today's needs while addressing some of society's most urgent priorities. As we do this essential work, we're inspired by the positive difference that infrastructure can make for people, and we're committed to acting responsibly in every area of our business.

Aecon's sustainability strategy is focused on:

- **What we Build:** From energy assets to transportation and water management infrastructure, Aecon is working with its clients to provide energy security and lay the foundations for thriving communities
- **How we Build:** Aecon is working with researchers, innovators, suppliers, leading public and private sector clients, and local and Indigenous communities to drive progress

2025 Performance

- 72% of 2025 revenue tied to sustainable development projects¹
- 89% share of backlog tied to sustainable development projects at December 31, 2025¹
- 53% cumulative reduction to-date since 2020 in Scope 1 and Scope 2 emissions based on intensity-based targets relative to revenue, surpassing our reduction target in advance of the target date of 2030
- 42% cumulative reduction to-date since 2022, in Scope 1 and Scope 2 emissions based on absolute targets
- \$240.3 million in procurement of goods and services from the Indigenous economy
- 0.50 Total Recordable Injury Frequency

¹ Sustainable-development projects are defined as those that align with the Federal and Global Economic Priorities, such as those highlighted in the Government of Canada's Federal Sustainable Development Strategy, and the World Economic Forum's Insight Reports on Sustainable Development, which define sustainable projects as those that are aligned with the priorities of: clean water and sanitation, energy security, efficient transportation, sustainable food systems, and waste reduction, as well as projects that enhance sustainable-development during project construction through alignment to formal sustainability frameworks, and globally recognized guides for project sustainability, including the World Economic Forum and the Inter-American Development Bank.



EXECUTIVE COMMITTEE

Jean-Louis Servranckx

President and Chief Executive Officer

Thomas Clochard

Executive Vice President and Chief Operating Officer

Jerome Julier

Executive Vice President and Chief Financial Officer

Steve Nackan

Executive Vice President and President, Concessions

Eric MacDonald

Executive Vice President, Utilities

Tim Murphy

Executive Vice President and Chief Strategic Affairs Officer

Aaron Johnson

Senior Vice President, Nuclear

Manuel Rivaya

Senior Vice President, Urban Transportation Solutions

John Singleton

Senior Vice President, Industrial

Gordana Terkalas

Senior Vice President and Chief People Officer

BOARD OF DIRECTORS

John M. Beck

Susan Wolburgh Jenah ICD.D

Stuart Lee

Rod Phillips

Jean-Louis Servranckx

Scott Stewart

Scott Thon ICD.D

Leslie Kass

Jeff Lyash ICD.D, NACD.DC

Eric Rosenfeld

Deborah S. Stein ICD.D

CORPORATE OFFICE

20 Carlson Court, Suite 105
Toronto, Ontario M9W 7K6
Phone: 416 297 2600

GENERAL INQUIRIES

Toll Free: 1 877 232 2677
Email: aecon@aecon.com

INVESTOR RELATIONS INQUIRIES

Email: ir@aecon.com

MEDIA RELATIONS INQUIRIES

Email: corpaffairs@aecon.com

REGISTRAR AND TRANSFER AGENT

Odyssey Trust Company
Phone: 587 885 0960
Toll Free: 1 888 290 1175
Email: shareholders@odysseytrust.com

ETHICS HOTLINE

Toll Free: 1 844 980 2967
Online: aecon.ethicspoint.com
QR Code: aecon.navexone.com



[in](#) [X](#) [@](#) [f](#) | aecon.com