



POWER & ENERGY TEACH-IN

September 28, 2026





OPENING REMARKS



QUENTIN WEBER
Global Head, Investor Relations

[illegible]

9:00 AM

Welcome and Opening Remarks

Quentin Weber, Global Head, Investor Relations

Accelerating WSP's Strategic Ambitions for Empowered Growth

Alexandre L'Heureux, President and Chief Executive Officer

Global Leader in Power & Energy: Capturing the Power Opportunity

Michael Case, US Power & Energy Business
Line Executive

FIRESIDE CHAT

Holger Peller, Global Director,
Power and Energy

Matthew Green, Senior Vice President,
Integrated Planning & Advisory

10:05 AM

Break

10:15 AM

Solving the Grid's Most Critical Challenges & Opportunities

Steve Kiser, Senior Vice President, Global Energy Sector

Enabling the Next Generation of Power: Our Future

Paul Compton, Senior Vice President, Project Development and Strategy, Generation

Delivering Complex Programs at Scale: Our Competitive Advantage

Sara Michaels, Senior Vice President, Program Management

Capitalizing on Nuclear Power

Karen Fritz, Senior Vice President, Nuclear

Financial Update

Alain Michaud, Chief Financial Officer

Closing Remarks

Alexandre L'Heureux, President and Chief Executive Officer

11:15 AM

Q&A

Cautionary statement

FORWARD-LOOKING STATEMENTS

Certain information contained in this presentation are not based on historical or current facts and may constitute forward-looking statements or forward-looking information (collectively, “forward-looking statements”) under Canadian securities laws. Forward-looking statements relate to future events or future performance and may include estimates, plans, strategic ambitions, objectives, expectations, opinions, forecasts, projections, guidance, outlook or other statements that are not statements of fact.

Forward-looking statements can typically be identified by terminology such as “may”, “will”, “should”, “expect”, “plan”, “anticipate”, “believe”, “estimate”, “predict”, “forecast”, “project”, “intend”, “target”, “potential”, “continue” or the negative of these terms or terminology of a similar nature, including references to assumptions. Forward-looking statements made by the Corporation in this presentation include, without limitation, statements about the 2025-2027 Global Strategic Action Plan and proposed four strategic focus areas (including the 2025-2027 financial targets with respect to net revenues, adjusted EBITDA, adjusted net earnings per share, free cash flow, adjusted EBITDA margin, annual net revenue growth, annual free cash flow to net earnings attributable to shareholders); the long-term aspirations of the Corporation, including statements about achieving top tier organic growth, adjusted EBITDA margin, becoming a digital leader, doubling in size (in net revenues), leading cash position, plans to grow key markets and services; growing its project and program management service offering; management’s expectations in relation to the future performance and economic conditions and other factors in relation to power & energy demand growth and technology diversification; the expected benefits of acquisitions and their integration, including enhanced capabilities, expanded service offerings, increased client opportunities and future growth opportunities; and our aim to leverage our global scale, culture of innovation, and unified approach to optimize our operations further and elevate our client-centric experience.

Forward-looking statements made by the Corporation are based on a number of operational and other assumptions believed by the Corporation to be reasonable as at the date such statements were made, including assumptions set out through this presentation and including, without limitation, the following principal assumptions about the continued growth in electricity demand driven by data centres, artificial intelligence, electrification, industrial development and energy security initiatives; the continuation of planned utility, grid modernization, transmission, distribution, generation and nuclear capital investment programs; the availability of funding and regulatory approvals for energy infrastructure projects; general economic and political conditions; economic and market assumptions regarding competition; the state of the global economy and the economies of the regions in which the Corporation operates; the state of and access to global and local capital and credit markets; interest rates; working capital requirements; the collection of accounts receivable; the Corporation obtaining new contract awards; the ability of the Corporation to attract new clients; the anticipated margins under new contract awards; the state of the Corporation’s backlog and pipeline of opportunities in various reportable segments; the capital investments made by the public and private sectors; impairment of goodwill; foreign currency fluctuation; the tax legislation and regulations to which the Corporation is subject; the expected benefits of acquisitions and the expected synergies to be realized as a result thereof; the type of contracts entered into by the Corporation; the adequate utilization of the Corporation’s workforce; the ability of the Corporation to retain current clients; changes in contract performance; project delivery; the ability of the Corporation to successfully integrate businesses; the acquisition of businesses in the future; the Corporation’s ability to manage growth; joint arrangements into which the Corporation has entered or will enter; relationships with suppliers and subconsultants; the Corporation’s ability to attract and retain qualified personnel; relationships with management, key professionals and other employees of the Corporation; external factors affecting the global operations of the Corporation; the maintenance of sufficient insurance; the management of environmental, social and health and safety risks; the sufficiency of the Corporation’s current and planned information systems, communications technology and other technology; the sufficiency of the Corporation’s cybersecurity measures; compliance with laws and regulations; future legal proceedings; the sufficiency of internal and disclosure controls; the regulatory environment; and the state of the Corporation’s benefit plans.

The 2025-2027 financial targets are more specifically based on the following assumptions: (i) revenues and profits projected in the Corporation’s current backlog in its various reportable segments will be realized without any significant adjustment, with the remaining projected growth to be generated by executing our growth strategy through organic growth and mergers and acquisitions activities consistent with past practice; (ii) there will be no significant adverse changes to the competition, political and regulatory environment affecting the Corporation’s business and economic conditions of each region where it operates, the state of general market conditions and access to global and local capital and credit markets remaining substantially stable; (iii) the effective tax rate in 2025, 2026 and 2027 will fall between 25% and 29%; forecasts were prepared using tax rates enacted as of December 31, 2024, in the countries in which the Corporation currently operates; and (iv) the assumptions underlying the 2025-2027 Global Strategic Action Plan issued on February 12, 2025 and the 2026 and quarterly financial outlook set out in WSP’s press releases dated February 25, 2026, May 6, 2026, and August 5, 2026 which are available on SEDAR+ at www.sedarplus.ca and which sections are incorporated herein by reference into this cautionary statement. If any of these assumptions prove to be inaccurate, the Corporation’s actual results or events could differ materially from those expressed or implied in forward-looking statements.

In evaluating these forward-looking statements, investors should specifically consider various risk factors, which, if realized, could cause the Corporation’s actual results or events to differ materially from those expressed in, or implied by, our forward-looking statements, including the risk factors discussed in greater detail in section 20, “Risk Factors” of our MD&A for the fourth quarter and year ended December 31, 2025, and as supplemented by section 17, “Risk Factors” of our MD&A for the second quarter and the six-month period ended June 26, 2026, which are available on SEDAR+ at www.sedarplus.ca and which sections are incorporated herein by reference into this cautionary statement, as well as other risks detailed from time to time in reports filed by the Corporation with securities regulators or securities commissions or other documents that the Corporation makes public.

Actual results and events may be significantly different from what we currently expect because of the risks associated with our business, industry and global economy and of the assumptions made in relation to these risks. As such, there can be no assurance that actual results will be consistent with forward-looking statements. The forward-looking statements contained in this presentation describe the Corporation’s expectations as of the date hereof and, accordingly, are subject to change after such date. Except as may be required under Canadian securities legislation, the Corporation does not assume any obligation to publicly update or to revise any forward-looking statements made in this presentation or otherwise, whether as a result of new information, future events or otherwise. The forward-looking statements contained in this presentation are expressly qualified in their entirety by this cautionary statement. The Corporation may also make oral forward-looking statements from time to time. The Corporation advises that the above paragraphs and the risk factors set forth in section 20, “Risk Factors” of the Corporation’s MD&A for the fourth quarter and year ended December 31, 2025, and as supplemented by section 17, “Risk Factors” of our MD&A for the second quarter and the six-month period ended June 26, 2026, should be read for a description of certain factors that could cause the actual results of the Corporation to differ materially from the results expressed or implied in any oral forward-looking statements. Readers should not place undue reliance on forward-looking statements.

Cautionary statement (cont'd)

NON-IFRS AND OTHER FINANCIAL MEASURES

The Corporation reports its financial results in accordance with International Accounting Standard 34 Interim Financial Reporting. WSP uses a number of financial measures when assessing its results and measuring overall performance. Some of these financial measures are not calculated in accordance with International Financial Reporting Standards Accounting Standards ("IFRS"). *Regulation 52-112 respecting Non-GAAP and Other Financial Measures Disclosure* prescribes disclosure requirements that apply to the following types of measures used by the Corporation: (i) non-IFRS financial measures; (ii) non-IFRS ratios; (iii) total of segments measures; (iv) capital management measures; and (v) supplementary financial measures.

In this presentation, the following non-IFRS and other financial measures may be used by the Corporation: net revenues; net revenue organic growth; adjusted EBITDA; adjusted EBITDA margin; adjusted net earnings; adjusted net earnings per share; free cash flow; and the ratio of free cash flow to net earnings attributable to shareholders.

Explanations of the composition and usefulness of each of these measures can be found in section 19, "Glossary of segment reporting measures, non-IFRS and other financial measures" of WSP's MD&A for the second quarter and the six-month period ended June 26, 2026, which section is incorporated by reference in this presentation, as posted on WSP's website at www.wsp.com, and filed on SEDAR+ at www.sedarplus.ca. Reconciliations of such measures to the most directly comparable measure under IFRS are provided in section 8, "Financial Review" and section 9, "Liquidity" in WSP's MD&A for the fourth quarters and years ended December 31, 2025, 2024, 2023, 2022, and 2021, which sections are also incorporated by reference in this presentation, as posted on WSP's website at www.wsp.com, and filed on SEDAR+ at www.sedarplus.ca.

Management of the Corporation believes that these non-IFRS and other financial measures provide useful information to investors regarding the Corporation's financial condition and results of operations as they provide key metrics of its performance. These non-IFRS and other financial measures are not recognized under IFRS, do not have any standardized meanings prescribed under IFRS and may differ from similar computations as reported by other issuers, and accordingly may not be comparable. These measures should not be viewed as a substitute for the related financial information prepared in accordance with IFRS.

To the extent any forward-looking statement in this presentation constitutes financial outlook or future-oriented financial information within the meaning of applicable Canadian securities laws, such information is intended to provide investors with information regarding the Corporation, including the Corporation's assessment of future financial plans, and may not be appropriate for other purposes. Financial outlook (including assumptions about future events, including economic conditions and proposed courses of action, based on the Corporation's assessment of the relevant information currently available), as with forward-looking statements generally, is based on current estimates, expectations and assumptions and is subject to inherent risks and uncertainties and other factors.

Unless otherwise indicated, all references to "\$" or "C\$" in this presentation are to Canadian dollars and all references to "US\$" refer to United States dollars. All quarterly and future-oriented financial information disclosed in this presentation is based on unaudited figures.

External Sources

Where this presentation quotes any information or statistics from any external source, it should not be interpreted that WSP has adopted or endorsed such information or statistics as being accurate. Accordingly, an unavoidable level of risk remains regarding the accuracy and completeness of the information publicly filed, including with respect to facts or circumstances that would affect the completeness or accuracy of such information and which are unknown to the Corporation.

Trademarks and Trade Names

This presentation includes certain trademarks, including logos, and trade names which are protected under applicable intellectual property laws and are our property. Solely for convenience, our trademarks and trade names referred to in this presentation may appear without the ® or ™ symbol, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights to these trademarks and trade names. All other trademarks and logos used in this presentation are the property of their respective owners.



ACCELERATING WSP'S STRATEGIC AMBITIONS FOR EMPOWERED GROWTH



ALEXANDRE L'HEUREUX
President & Chief Executive Officer



One of the **world's**
leading engineering,
science and
infrastructure
solutions firms

Unmatched

diversification in our industry with global presence*

Healthy

organic and total net revenue growth

Leading

margins in our industry

Strong

cash flow generation and conversion

**Why Power
& Energy?
Why now?**

+100

**New York Cities
of additional
electricity
demand by 2030¹**

**We need to help
our clients meet
this moment...**

¹ Based on the International Energy Agency Electricity 2026 forecasts, global demand growth is more than 3.5% per year on average through 2030; therefore, ~0.65 TW of incremental global capacity by 2030 versus New York City average yearly demand of ~5.75 GW (<https://www.nyiso.com/load-capacity-data-report-gold-book->)

Built for the opportunity ahead

~10,000

Power & Energy Team

~85,000*

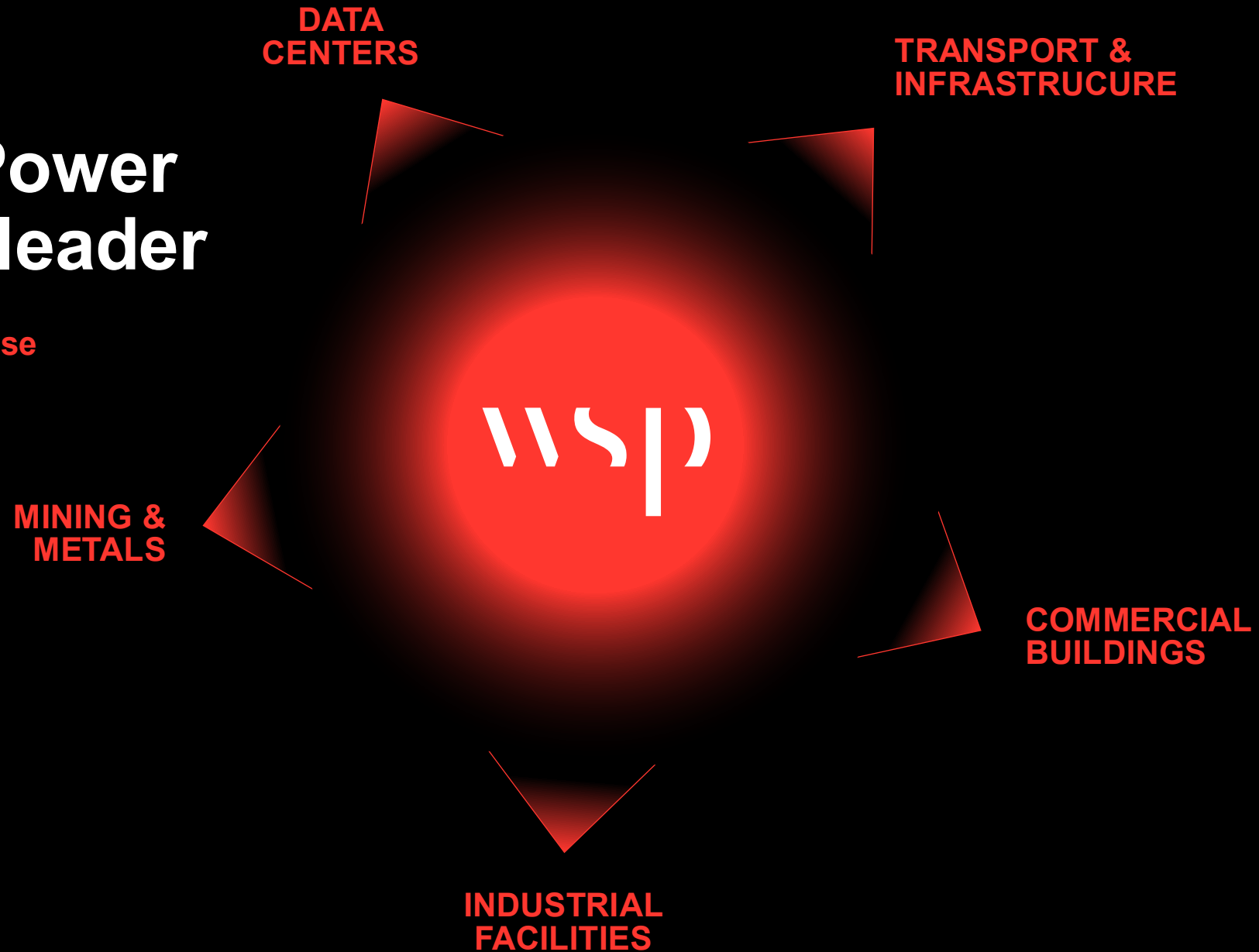
Employees Worldwide



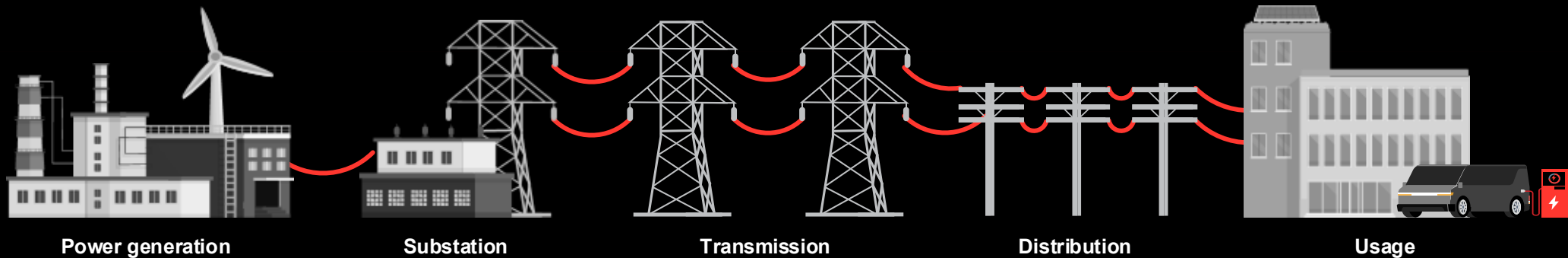
* Employees figures as at June 26, 2026

A global Power & Energy leader

Deploy energy expertise
into other markets



WSP's Differentiation in Power & Energy



**INTEGRATED
PLANNING**

**REGULATORY ADVISORY
SERVICES**

**INTEGRATED ENERGY
SOLUTIONS**

Power Generation / Power System Studies / Transmission Services / Substations / Distribution /
Advanced Energy / Integrated Grid Solutions / Environmental Services / Infrastructure / Field Services /
Testing & Commissioning / Telecommunications / IT/OT Digitalization / Renewables / Storage

PROJECT / PROGRAM MANAGEMENT SERVICES

Our advantage is more than scale...

DEEP TECHNICAL EXPERTISE

FULL LIFE CYCLE PRESENCE

GLOBAL AND SCALABLE CAPACITY

PROVEN PROGRAM LEADERSHIP

**...and scale
magnifies our
advantage**

**Property and
Buildings**

**Transport and
Infrastructure**

**Power and
Energy**

**Earth and
Environment**



Expertise creates the advantage.

Scale multiplies it.

**Integration makes it
very difficult to replicate.**

GLOBAL LEADER IN POWER & ENERGY: CAPTURING THE POWER OPPORTUNITY



MICHAEL CASE
US Power & Energy Business Line Executive

What is driving **US Power & Energy** needs and opportunities?

AGING INFRASTRUCTURE

Grid modernization & expansion

DIGITAL AND AI REVOLUTION

Powering energy intensive industries

GENERATION WHERE IT'S NEEDED

Cost effective, dispatchable power

EVOLVING ECONOMIC REALITY

Enhancing affordability & access to power



A strategic position in the U.S.

Our teams are well positioned to deliver successful projects, wherever our clients need us.

~10,000

Global P&E employees¹

~ 7,000+

US P&E employees¹

ENGINEERING
NEWS
RECORD

#1

US RANKINGS
POWER²

#1

GLOBAL RANKINGS
POWER³

#1

TOP 225
INTERNATIONAL DESIGN FIRMS

2026 Rankings

¹ Employees figures as at June 26, 2026.

² Based on Engineering News-Record's (ENR) Top 500 U.S. Design Firms list by Sector (Power) in April 2026, ranked according to WSP's revenues in the US for the year ended December 31, 2025 and adjusted to reflect pro forma contribution of TRC Companies ("TRC") for the year ended December 31, 2025 as well as management estimates of pro forma revenues.

³ Based on ENR's Top 225 International Design Firms list by Market (Power) in August 2026, ranked according to WSP's revenues for the financial year ended December 31, 2025 and excluding the companies based in China.

⁴ U.S. investor-owned utilities.

TRUSTED
PARTNER

TO THE TOP
U.S. IOUs⁴



nationalgrid





WSP's Assessment of the Power Landscape

ATTRACTIVE CLIENT BASE

UTILITIES

**PROJECT
DEVELOPERS**

**GRID & MARKET
OPERATORS**

**EPC
CONTRACTORS**

Large, complex projects. Long duration.

OPPORTUNITY TO SCALE AND CROSS-SELL ACROSS THE FULL LIFECYCLE

Advisory

Development

Preconstruction

Construction

Operations
and Maintenance

Decommission and
asset transition



FIRESIDE CHAT



HOLGER PELLER
Global Director,
Power & Energy



MATTHEW GREEN
SVP, Integrated Planning
& Advisory, TRC



MICHAEL CASE
US Power & Energy Business
Line Executive



Assembled the capabilities to address the complexities of the grid

Large program capabilities enabled by deep technical expertise

Engage earlier with clients and at a more strategic level

Integrated end-to-end utility transformation platform

[illegible]

wsp

BREAK
BREAK
BREAK
BREAK
BREAK
BREAK
BREAK





SOLVING THE GRID'S MOST CRITICAL CHALLENGES & OPPORTUNITIES



STEVE KISER
SVP, Global Energy Sector



Growth engines are expanding the addressable market

Each driver creates interconnected needs
across planning, permitting, engineering,
delivery and operations.

01
NEW
GENERATION

02
765 kV
BACKBONE

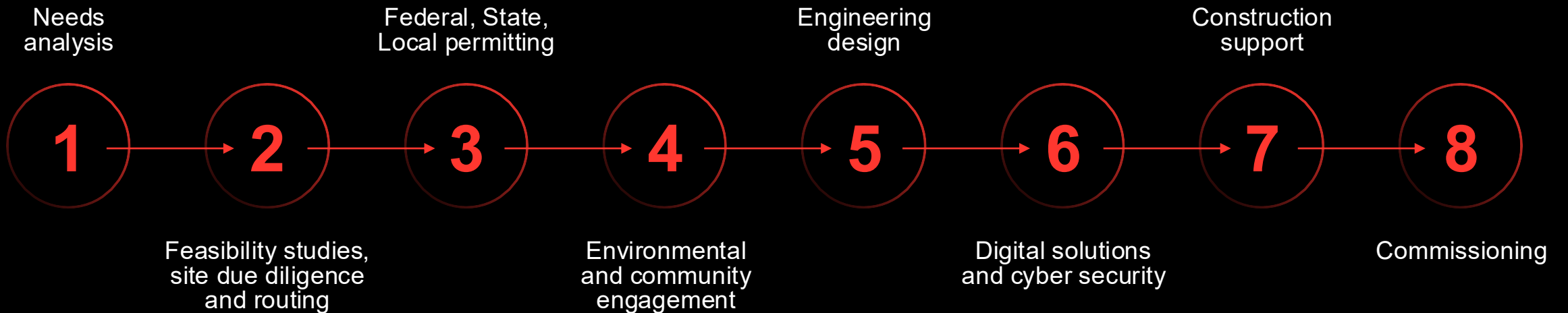
03
GRID
RESILIENCY

04
DIGITAL
SECURITY

Growth is moving beyond adding more assets toward a stronger,
smarter and more secure power system.

Our Differentiator: The Power to Integrate

EARLIER ENTRY. BROADER SCOPE. LONGER PARTICIPATION





Leveraging Global Relationships

Local Delivery, Enhanced by Global Expertise

- Strategic partnership with PowerGrid India¹ unlocking 765kV ultra-high-voltage capability — a technical credential edge
- Global Subject Matter Expert network deployed on demand for capacity surge, specialty expertise, independent peer review and standards assurance
- Global Capability Center delivery model for competitive win rates

“An electron in the U.S. is the same as an electron in Paris, London or Sydney.”

¹ WSP, Powerhouse Memorandum Increases 765kV Expertise for U.S. Grid (2025). [Link](#).



Position of strength in the market

Strategic partner to the world's largest grid owners

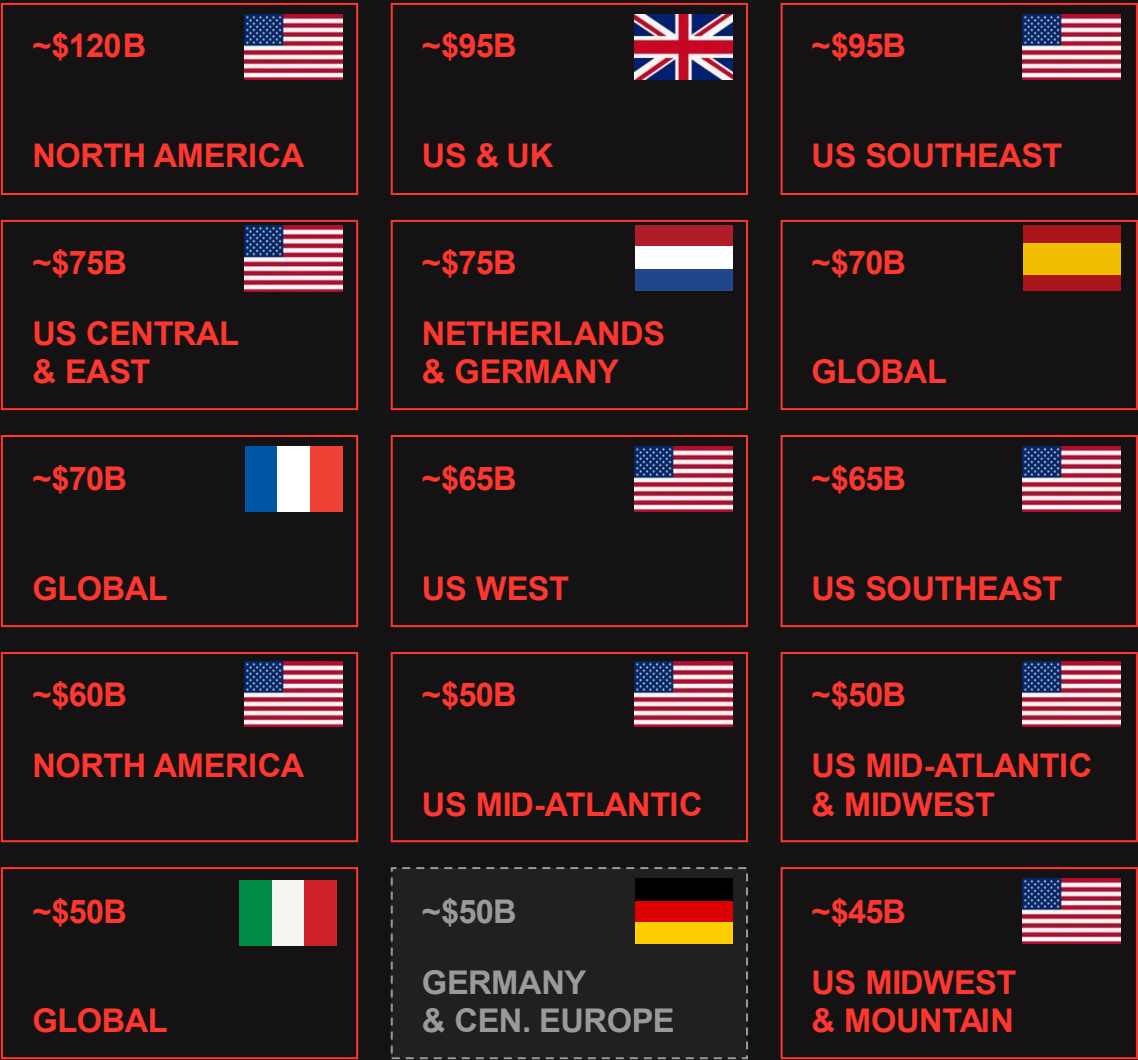
14 of 15

are part of WSP's Global
Client Program

15+ years

Long-standing relationships

TOP 15 POWER DELIVERY COMPANIES 5-YEAR PLANNED GRID CAPEX ¹



¹ Capex figures are in USD and reflect five-year capital plans disclosed publicly (2025–2026 guidance).



Three programs. One global delivery model.

Long-duration client partnerships convert market demand into visible, repeatable work.

📍 **US**
PROPEL NY
Transmission Line

\$3.2B program

Permitting, engineering, program management and outreach for 90 miles of underground and submarine 345/138 kV cable and three new substations.

📍 **US/CA**
CHAMPLAIN HUDSON
Power Express

339 miles HVDC

Environmental, permitting and delivery support for a 1,250 MW HVDC link bringing Québec hydropower to Astoria, Queens, supplying 20% of New York City power.

📍 **SWEDEN**
SVENSKA KRAFTNÄT
Frameworks + project wins

Up to 11 years

Five expertise areas with cross-border WSP and POWER delivery.

One market teaches the next: repeatable solutions, transferred globally.



Record-setting power grid capital spend across all major markets

Highly specialized market tailor-made for WSP growth

Integrated platform lets us enter spend earlier and stay longer

Global delivery capacity converts demand into long-term programs

[illegible]



ENABLING THE NEXT GENERATION OF POWER: OUR FUTURE



PAUL COMPTON

SVP, Project Development and Strategy, Generation

An Evolving Generation Landscape

MULTI-DECADE GROWTH CYCLE

- Through 2030, power demand is projected to rise by roughly 4% each year¹
- Broad-based investment across multiple technologies, including thermal generation, renewables, nuclear, and energy storage
- Dependable supply continues to be a central priority
- Commercial viability is drawing near for micro-reactor and Small-Modular reactor designs

The New Load Stack: North America

Unlike the early-2000s cycle, today's demand is broad-based across customers and sectors.

AI / DATA CENTERS

- Large, concentrated loads
- 24/7 reliability
- Speed-to-power

RESHORING / INDUSTRY

- Semiconductors
- Advanced manufacturing
- LNG / process loads

ELECTRIFICATION

- Transport
- Buildings
- Industrial processes

GRID RELIABILITY

- Coal retirements
- Renewable firming
- Extreme weather

The consequence is a larger and more durable generation build cycle:
utility-scale generation + behind-the-meter power + transmission + storage + controls.

Power generation services

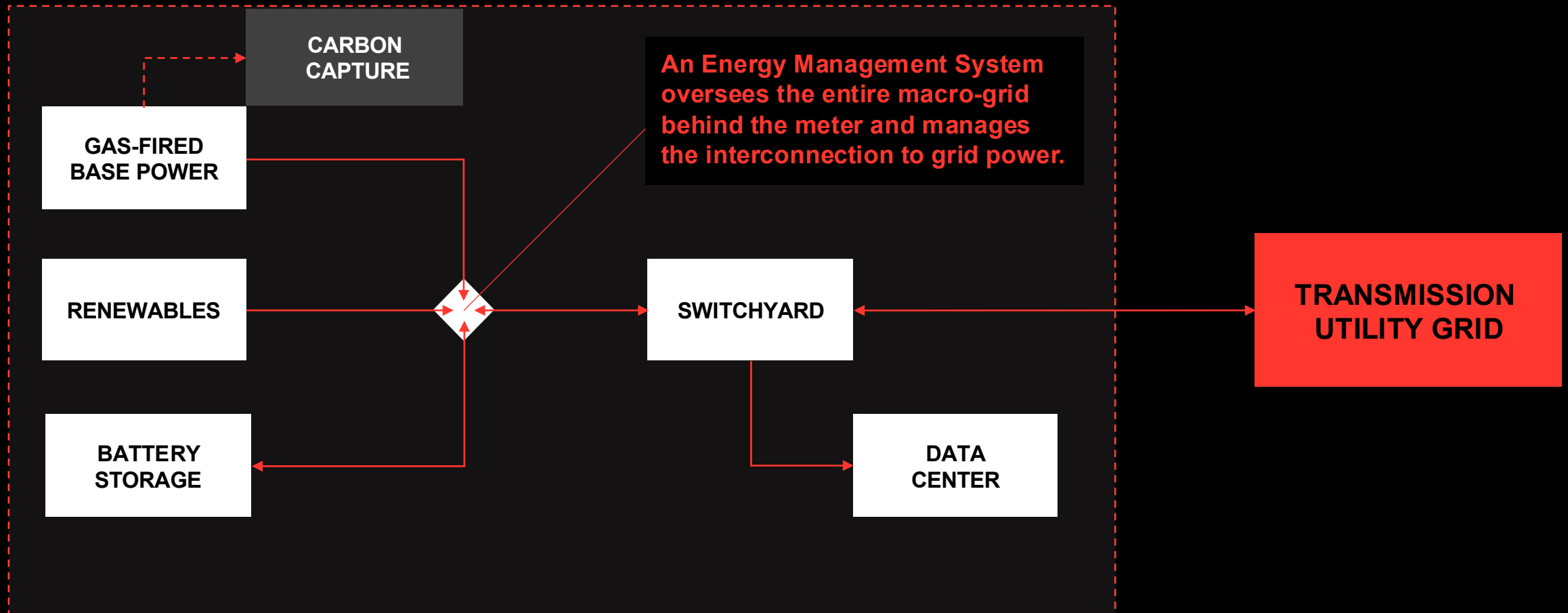
POWER GENERATION MARKETS

- **Firm Dispatchable Thermal Power**
Combined cycle, simple cycle, cogeneration, reciprocating engines
- **Renewables**
Onshore / offshore wind, solar, geothermal , RNG & Hydro
- **Energy Storage**
Battery energy storage, pumped hydro, hydrogen storage
- **Nuclear**
Siting, Licensing and permitting, advisory services, balance of plant design, program management, safety-related services
- **Carbon Capture**
Post-combustion, pre-combustion, oxy-fuel, enhanced oil recovery, front-end engineering, direct air capture

POWER ENGINEERING SERVICES

- **Project Development**
Preliminary engineering services, project management, preliminary project cost estimates, site feasibility assessment, preliminary project schedule, technology assessment and selection
- **Owners Engineering (OE)**
Preliminary engineering and procurement project schedule, project management, selection for third party consulting firm or EPC contractor, bid package evaluation, preparation of procurement specs and bid documents
- **Engineer of Record & Detailed Design**
Complete detailed engineering of all major disciplines of major thermal and renewable generation
- **Independent Engineering**
Independent engineer, transaction advisor, strategic consulting, bid evaluation, due diligence

What we see today





Warwick Carbon Solutions

The cogeneration plant will produce low-carbon electricity for sale to the local grid.

- Delivering owner's engineering for this large cogeneration project, including CO2 capture and sequestration.
- The plant will also be heavily duct-fired to produce a large quantity of steam to support the CO2 capture process and supply low-carbon steam to host industries.
- WSP provided support to the project's grid interconnection process, technology selection, configuration optimization, FEED study, environmental permitting and technical support to negotiation of the steam and power sales agreements.





Blue Energy

Delivering the front end of a 2.5 GW project today

- First-of-a-kind gas-to-nuclear transition project for the industry
- 2.5 GW total:
 - 1 GW gas
 - 1.5 GW of SMRs
 - Working with GEV Hitachi in partnership with Blue Energy
- WSP's role includes balance-of-plant design for the power island, Nuclear Regulatory Commission licensing support, manufacturing and modularization supply chain support





Guernsey Project

One of the largest power development projects in the U.S. and in North America

- Air-cooled condensers minimizing usage of local water resources
- WSP provided complete detailed engineering and design services for this 1875 MW natural gas-fired combined-cycle generating station

More than 1,000 jobs created

Three-unit single shaft combined cycle power plant

3D modeled designs





Unprecedented demand growth and technology diversification supports WSP's full complement of services

WSP brings extensive thermal expertise to programs powering both data centre energy parks and utility-scale generation.

Our ability to design and deliver complex energy management schemes aligns closely with the evolving needs of behind-the-meter applications.

The expansion of generation driven by demand in the U.S. is a leading indicator of how we expect global demand to grow

[illegible]

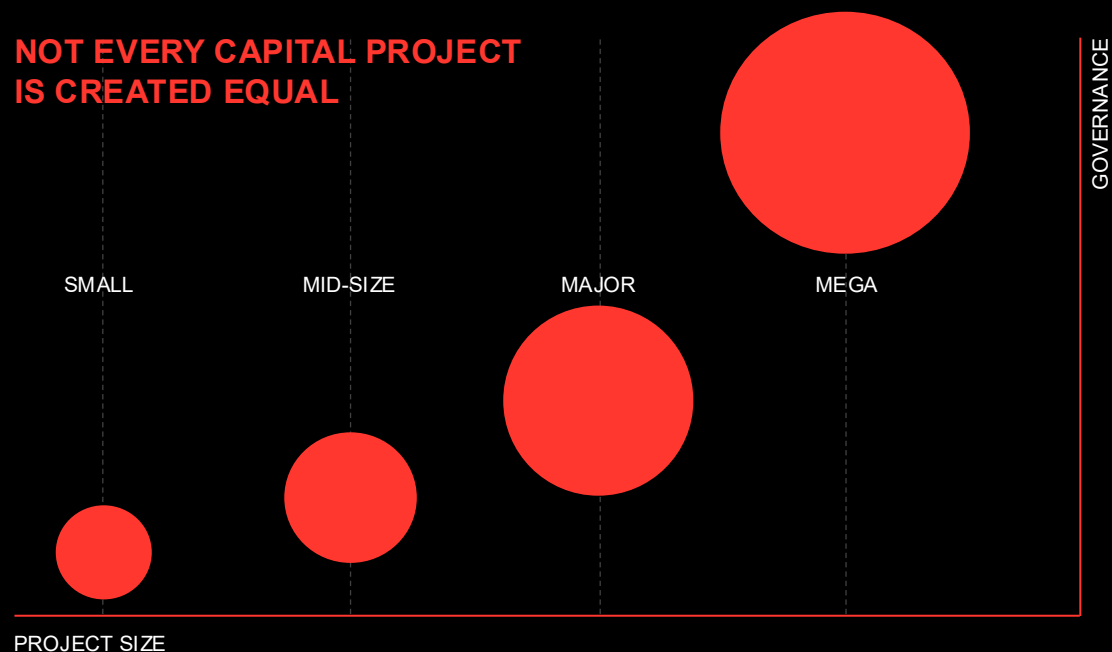


DELIVERING COMPLEX PROGRAMS AT SCALE: OUR COMPETITIVE ADVANTAGE



SARA MICHAELS
SVP, Program Management

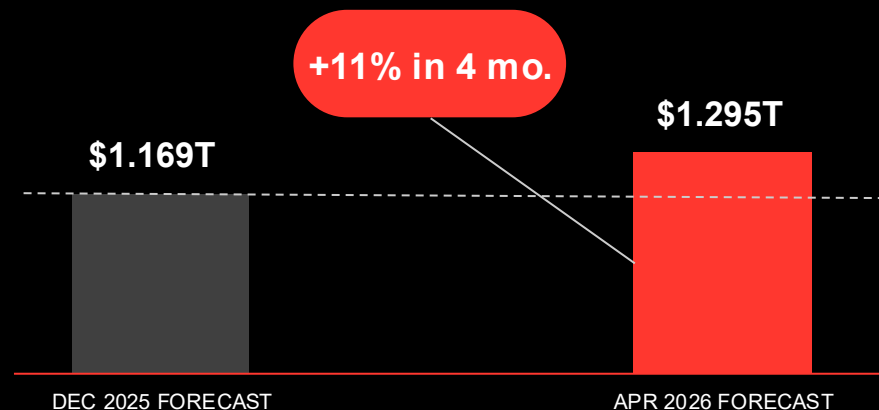
Power sector investment is increasingly taking the form of megaprojects



UTILITY CAPITAL PLANS ARE MOVING FASTER THAN FORECASTS

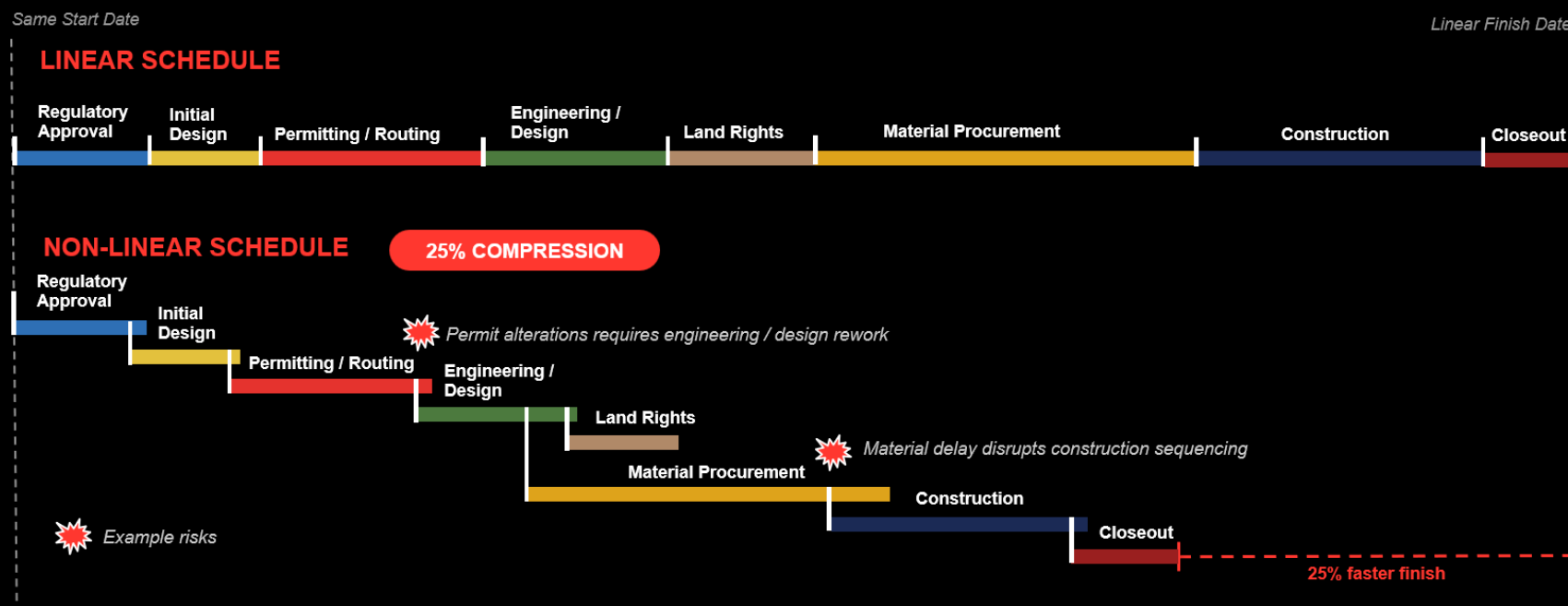
U.S. energy utility capex, 2026–2030

S&P Global Regulatory Research Associates, Apr 2026



Capital plans are evolving faster than utility organizations can adapt.

In addition to scale, schedule compression is adding complexity to project delivery

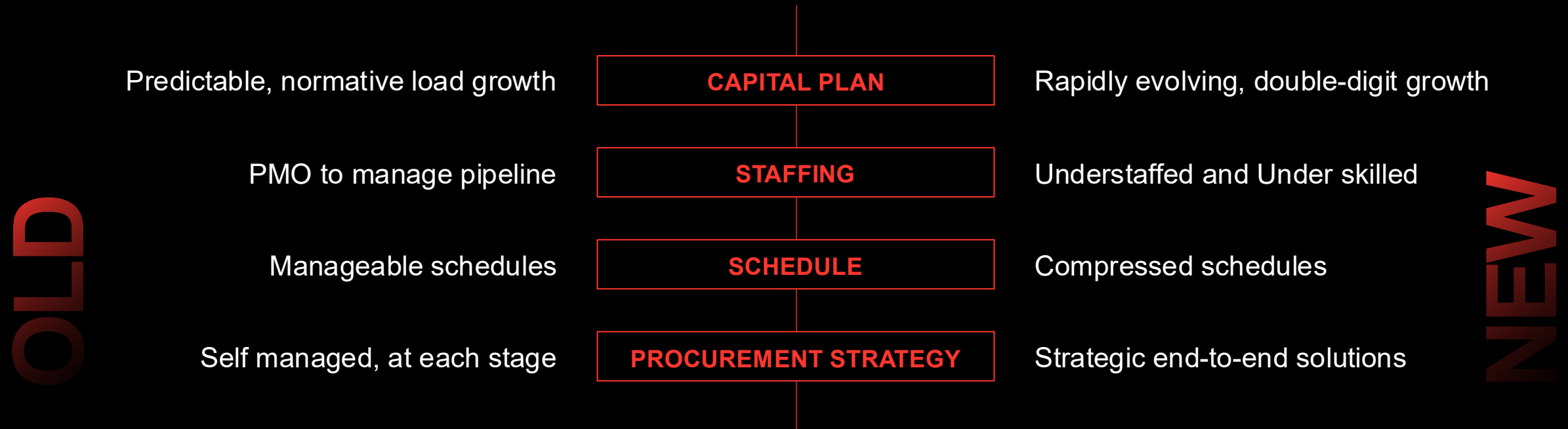


INNOVATION IN ACTION

POWER360® + PIM Suite/WSP.ai
AI-enabled analytics surface risks earlier and keep parallel workstreams synchronized.

Traditional, project management models cannot handle today's scale and complexity.

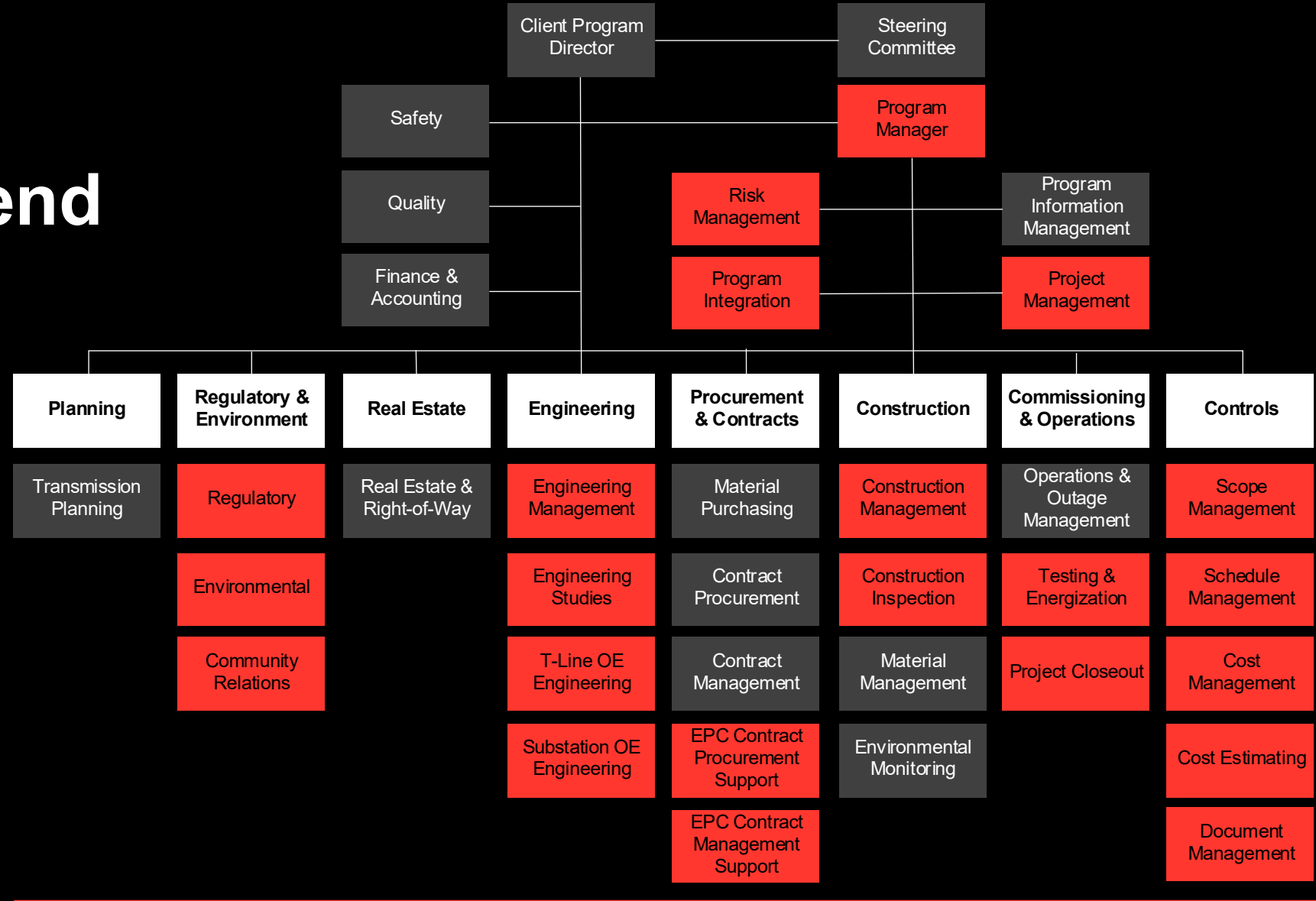
The delivery model for utilities is changing



Utilities are looking for partners who have the scale and experience to deliver their capital programs on schedule.



The New Trend in P&E



■ Client
■ WSP

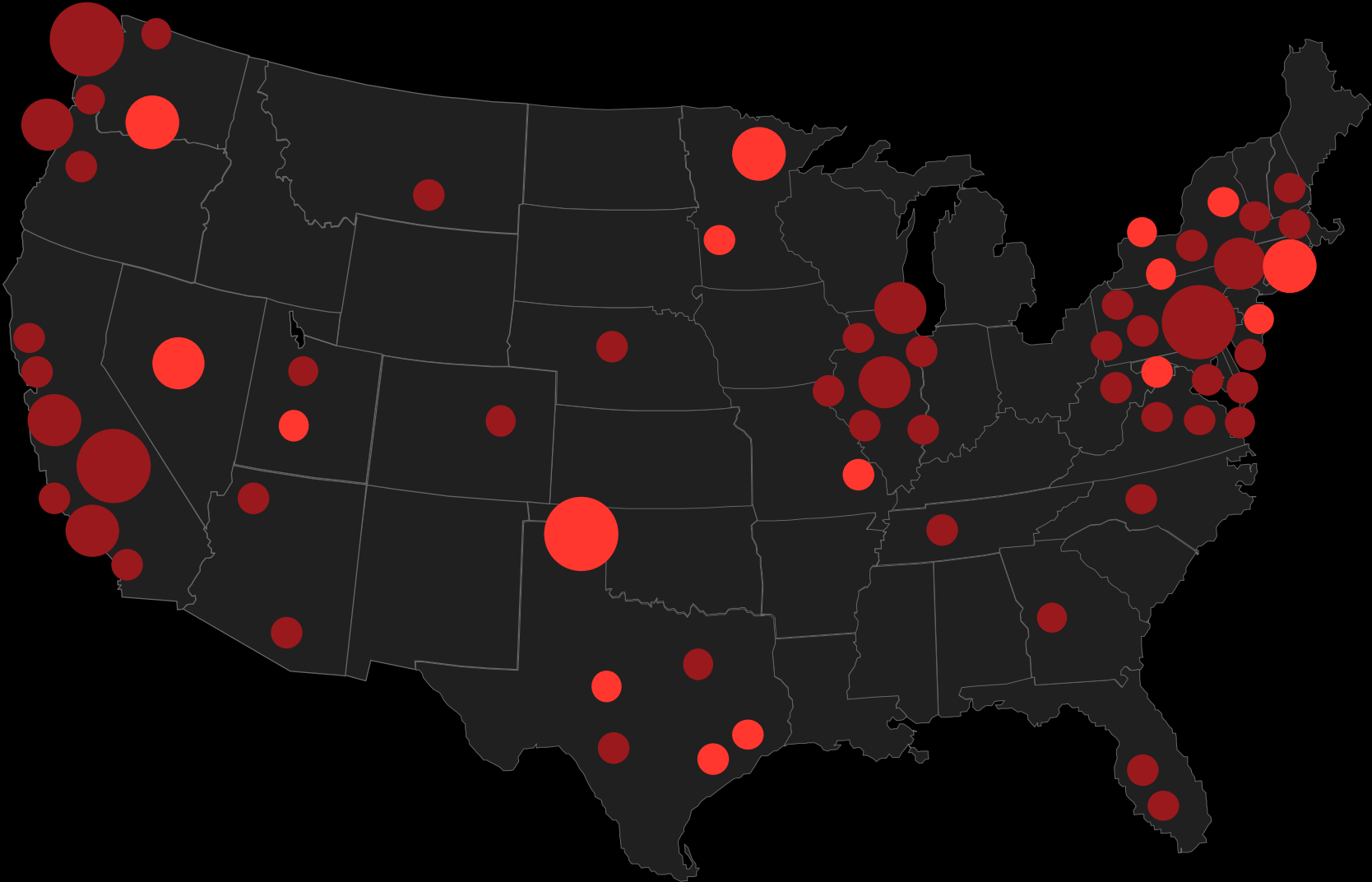
INTEGRATED DELIVERY PARTNER



Our Representative Major Program Management Engagements



CAPEX VALUE IN BILLIONS¹



¹Capex figures are in USD



Program management evolves the client relationship

TRADITIONAL ENGINEERING ROLE

- Transactional, project-by-project scope
- Engaged after key planning decisions are already made
- Competitively re-bid at each phase
- Visibility limited to design and engineering deliverables

WSP AS PROGRAM MANAGEMENT PARTNER

- Embedded across the full asset lifecycle
- A seat at the table for strategic decisions
- A long-term, trusted extension of the client's own team
- Expanded scope and higher-value advisory services

This shift expands WSP's addressable revenue per program.



Utility capital spend is outrunning their ability to execute projects

The scale and complexity of projects have grown beyond what the traditional execution models can handle

The Integrated Delivery Partner model will help close the gap and presents an attractive revenue stream for WSP

WSP is strongly positioned to support our clients due to our extensive program management experience

TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS
TAKEAWAYS



CAPITALIZING ON NUCLEAR POWER



KAREN FRITZ
SVP, Nuclear

Nuclear is entering a generational growth cycle

100+ GW

CAPACITY

Conservative projection for new global nuclear capacity over the next decade. Installed capacity rises more than 25%¹

\$65B → \$250B

ANNUAL INVESTMENT

Annual nuclear investment must roughly triple to support the global capacity ambition²

POLICY TAILWIND

POLICY & PUBLIC FUNDING

Public commitments of more than \$250B across OECD markets and \$400B+ globally, backed by the ADVANCE Act, five US executive orders and Nuclear Regulatory Commission licensing reform.

More capacity, faster-growing services and a step-change in capital deployment.

¹ Global installed nuclear capacity, 395 to 494 GW - GlobalData, Nuclear Power Market Update 2025: <https://www.globaldata.com/store/report/nuclear-power-market-analysis/>

² Annual global nuclear investment, \$65B to \$250B - IEA, The Path to a New Era for Nuclear Energy: <https://www.iea.org/reports/the-path-to-a-new-era-for-nuclear-energy>



Four nuclear centers of excellence, one global platform

Anchored in four markets,
each underpinned by a nuclear
quality assurance program.

NUCLEAR-EXPERIENCED PROFESSIONALS*

~515
United States

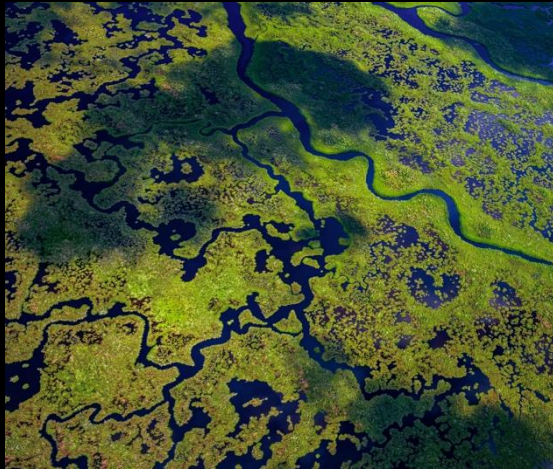
~300
Canada

~150
United Kingdom

~100
Sweden

* Employees figures as at June 26, 2026

Integrated Nuclear Delivery Capabilities



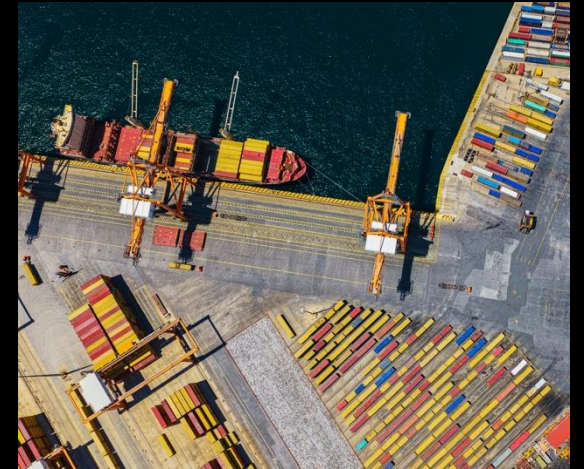
**EARTH AND
ENVIRONMENT**



**POWER AND
ENERGY**



**PROPERTY AND
BUILDINGS**



**TRANSPORT AND
INFRASTRUCTURE**

ADVISORY

Aging infrastructures and Asset Management / Climate change and Resilience / Water Management / Digital revolution and AI / Energy Transition / Transmission Analysis / Carbon Neutrality / Advisory / Mining and Geological Repositories

WSP Spans the Nuclear Lifecycle

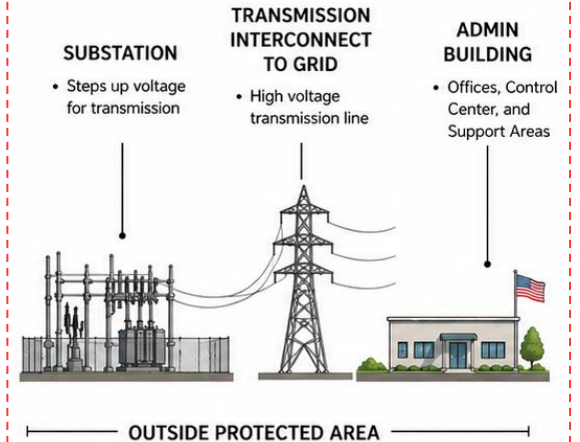
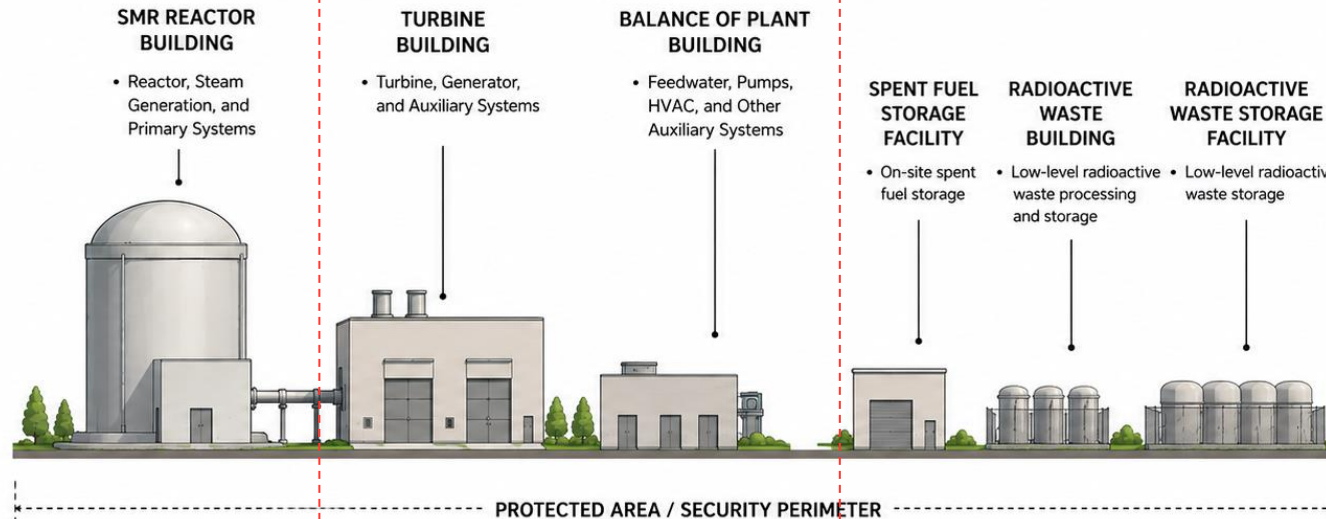
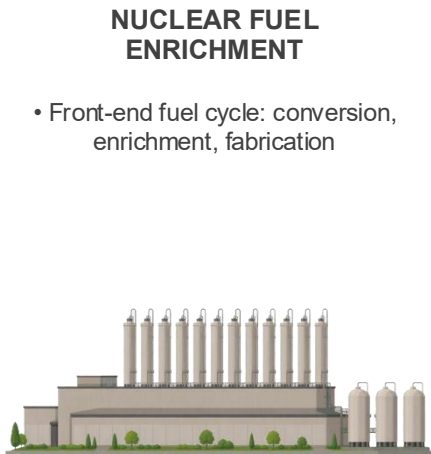
**Design, Permitting
(Site, Facilities)**
Primarily safety-related
Environment scope

**Support design
optimization
through
Kit of Parts**

**Mix of safety related
and commercial design**

**Design Support
(Building design,
Geotech, Environmental)**

**Core Service
Not nuclear-safety related**



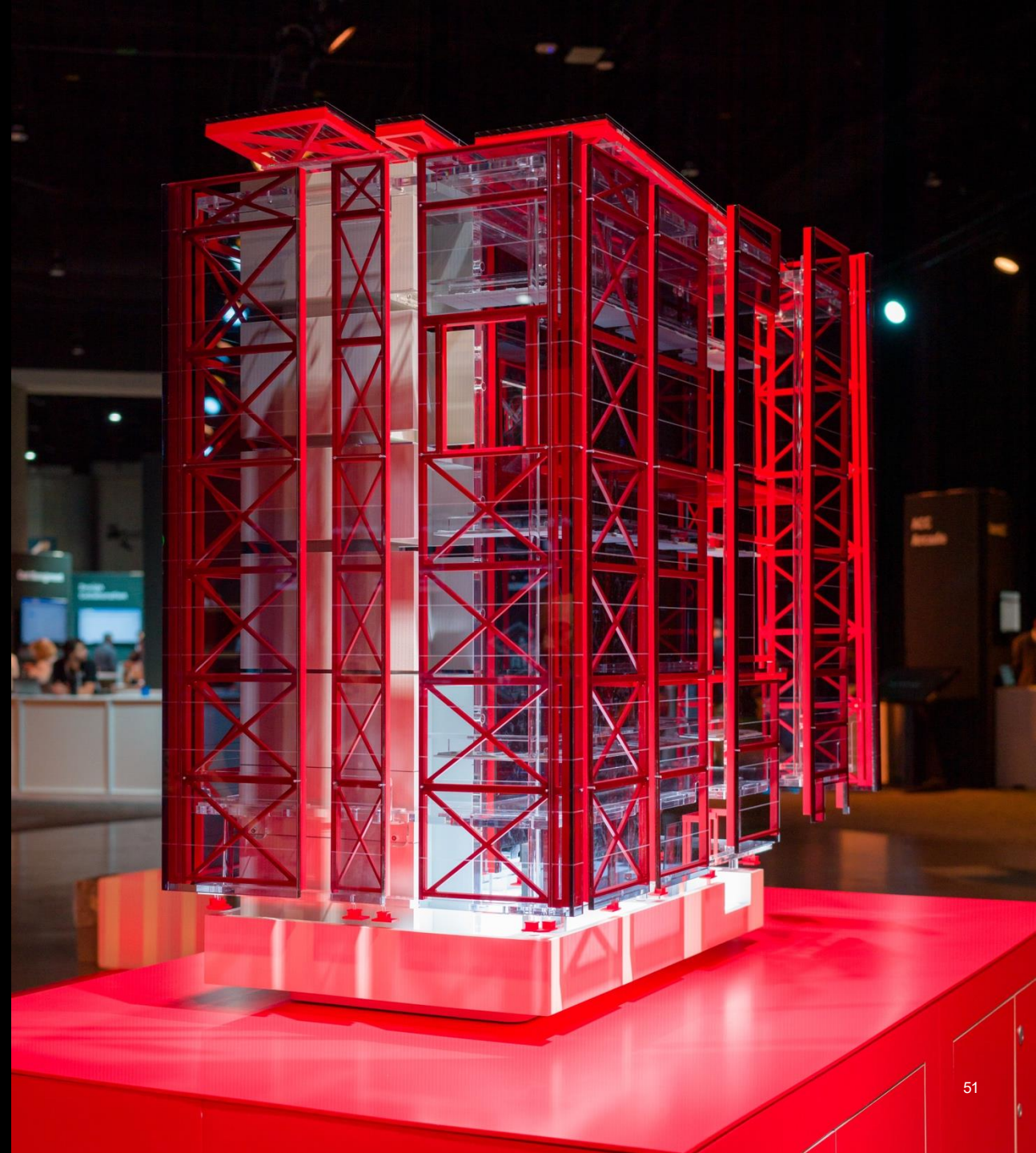


Standardizing Nuclear to Accelerate Deployment

WSP designs modular solutions through our Kit-of-Parts Centre of Excellence in the UK, working with our teams around the world to design modular solutions for manufacturing and assembly.

- Design for Manufacturing and Assembly (DfMA) for a Program (move away from designing for Construction for one Project)
- Move labour hours away from construction sites to the manufacturing shop
- Standardize design across regions, fewer changes

Supports mass deployments required in the nuclear industry.



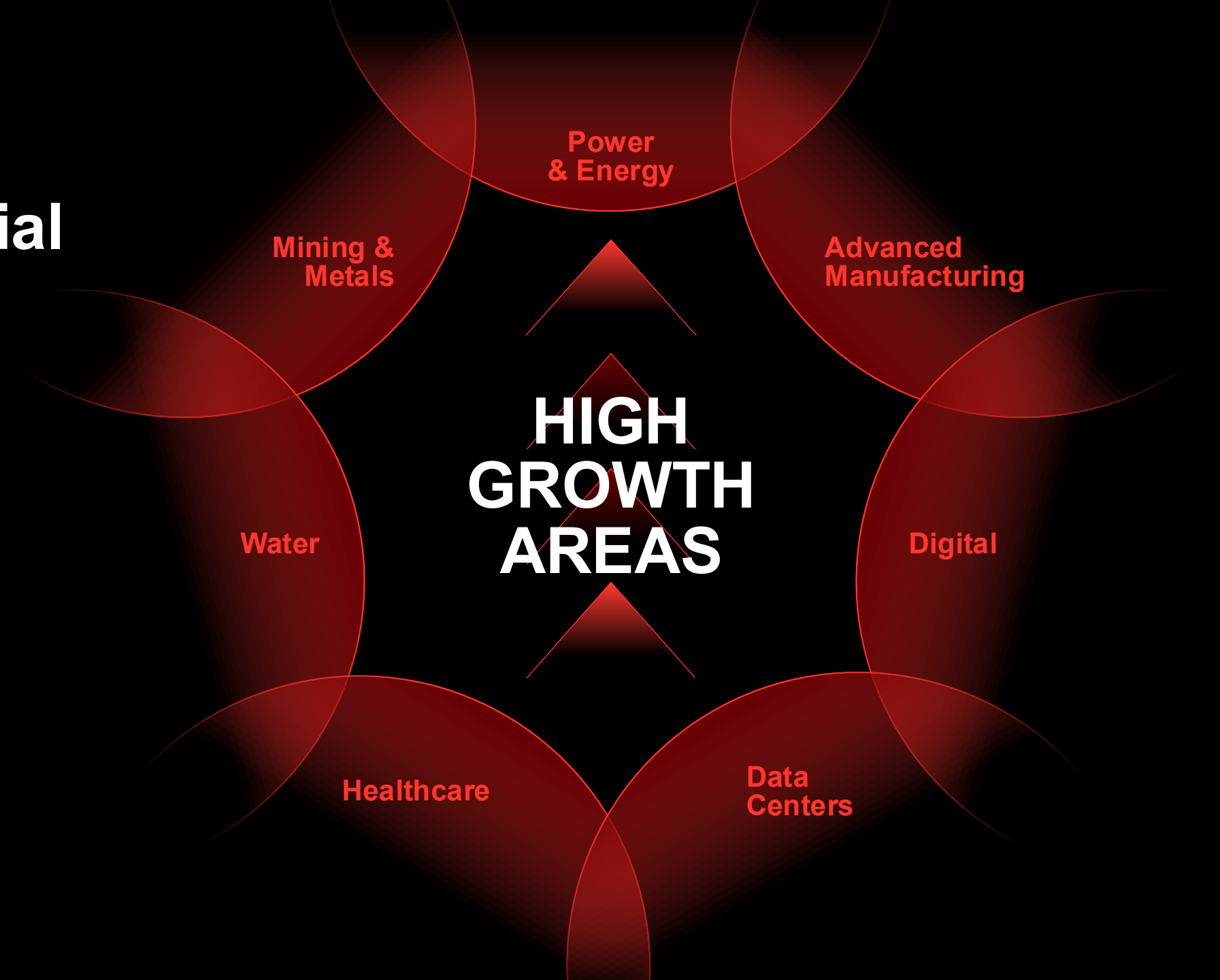
FINANCIAL UPDATE



ALAIN MICHAUD
Chief Financial Officer



Financial update





Financial update

CANADA



AMERICAS



EMEIA



APAC



+40%

Net revenues¹
(vs 2024)

2024: \$12.2B
2024 REVENUE: \$16.2B

+50%

Adjusted EBITDA¹
(vs 2024)

2024: \$2.2B
2024 EBIT: \$1.3B

+60%

**Adjusted net earnings
per share^{1,2,3}**
(vs 2024)

2024: \$8.05
2024 NEPS⁴: \$5.40

+70%

Free cash flow^{1,2}
(vs 2024)

2024: \$884.5M
2024 CFOA⁴: \$1.4B

2027 TARGETS⁵

We drive sustainable growth and a
leading financial performance

>\$17B
Net revenues¹

>10%
Annual net revenue growth¹

2024: 7.5%

19-20%
Adjusted EBITDA margin¹

2024: 18.0%

>100%
Annual free cash flow to net earnings
attributable to shareholders^{1,2}

2024: 130%

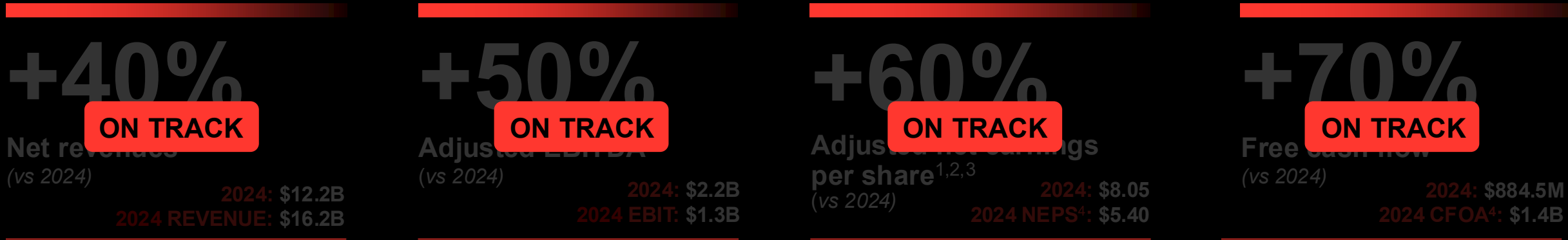
1. This information is forward-looking, based on multiple estimates and assumptions about future events. This outlook is provided to assist analysts and shareholders in forming their respective views on the year ending December 31, 2027. The reader is cautioned that using this information for other purposes may be inappropriate. Actual results may differ and such differences may be material. Refer to the section titled "Forward-Looking Statements" on pages 4 of this presentation.

2. Non-IFRS financial measure or non-IFRS ratio without a standardized definition under IFRS, which may not be comparable to similar measures or ratios used by other issuers. Refer to the section titled "Non-IFRS and other financial measures" on page 5 of this presentation.

3. WSP's adjusted net earnings for the financial year ended December 31, 2024 was \$1,014.9 million.

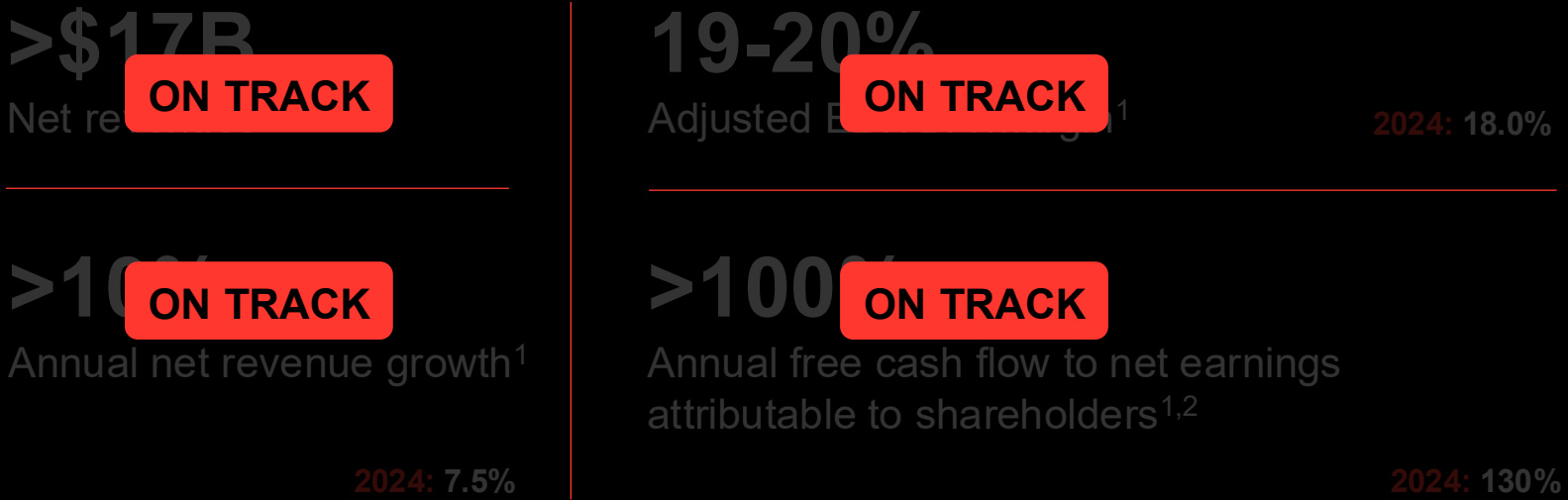
4. NEPS means basic net earnings per share attributable to shareholders. CFOA means cash inflows from operating activities.

5. Based on WSP's financial year ended December 31, 2024.



2027 TARGETS⁵

We drive sustainable growth and a leading financial performance



1. This information is forward-looking, based on multiple estimates and assumptions about future events. This outlook is provided to assist analysts and shareholders in forming their respective views on the year ending December 31, 2027. The reader is cautioned that using this information for other purposes may be inappropriate. Actual results may differ and such differences may be material. Refer to the section titled "Forward-Looking Statements" on pages 4 of this presentation.

2. Non-IFRS financial measure or non-IFRS ratio without a standardized definition under IFRS, which may not be comparable to similar measures or ratios used by other issuers. Refer to the section titled "Non-IFRS and other financial measures" on page 5 of this presentation.

3. WSP's adjusted net earnings for the financial year ended December 31, 2024 was \$1,014.9 million.

4. NEPS means basic net earnings per share attributable to shareholders. CFOA means cash inflows from operating activities.

5. Based on WSP's financial year ended December 31, 2024.



CLOSING REMARKS



ALEXANDRE L'HEUREUX
President & Chief Executive Officer



A LEADING COMPOUNDER DELIVERING SUSTAINABLE VALUE

An era of unprecedented investment
in power and energy.

We are not betting on one generation technology
over another.

Our scale and multidisciplinary model
are a true competitive advantage.

Expertise creates the advantage. Scale multiplies it.
Integration makes it very difficult to replicate.

Q&A



How to Q&A

You can ask your questions in person by raising your hand or via the web portal appearing on the left side of your screen.

Please mention your full name before asking your question.

Any questions we do not get to during the meeting will be addressed after the event.

wsp



THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU