

ATS CORPORATION
(the “Company”)

CHARTER FOR
THE CORPORATE GOVERNANCE AND
NOMINATING COMMITTEE OF
THE BOARD OF DIRECTORS
(the “Board”)

A. PURPOSE

1. **Nominations** - The Committee is responsible for assisting the Board in identifying, recruiting and nominating candidates who are qualified and suitable to serve on the Board and recommending to the Board the director nominees for each annual meeting of shareholders.
2. **Corporate Governance** - The Committee is responsible for assisting the Board in its oversight role with respect to:
 - (a) the development of the Company’s corporate governance policies, practices and processes;
 - (b) the effectiveness and composition of the Board, its committees and the Chairs of those committees; and
 - (c) the contributions of individual directors.

B. MEMBERSHIP AND ORGANIZATION

1. **Composition** - The Committee shall consist of not less than three members of the Board all of whom are independent. Independence shall be determined based on any criteria established by the Board and the binding requirements of any stock exchanges on which the securities of the Company are listed, the rules and policies of applicable Canadian securities regulators (including but not limited to section 1.4 of National Instrument 52-110 – *Audit Committees* with respect to the meaning of independence), the rules promulgated by the U.S. Securities and Exchange Commission and all other applicable laws (collectively, the “**Applicable Requirements**”). No member of the Committee shall be an officer or employee of the Company or any of its affiliates. At the invitation of the

Committee, members of the Company's senior management and others may attend Committee meetings as the Committee considers necessary or desirable.

2. **Appointment and Removal of Committee Members** - Each member of the Committee shall be appointed by the Board on an annual basis and shall serve at the pleasure of the Board, or until the earlier of (a) the close of the next annual meeting of the Company's shareholders at which the member's term of office expires; (b) the death of the member; or (c) the resignation, disqualification or removal of the member from the Committee or from the Board. The Board may fill a vacancy in the membership of the Committee.
3. **Appointment of Chair** - The Board shall designate from time to time one member of the Committee as the Committee Chair.

C. MEETINGS

1. **Meetings** - The members of the Committee shall hold meetings as are required to carry out this Charter. The Chair, any member of the Committee, the Board Chair or the Chief Executive Officer may call meetings of the Committee by notifying the Company's Corporate Secretary who will notify the members of the Committee. In the absence of the Chair, the members of the Committee present may appoint a chair from their number for a meeting.
2. **Corporate Secretary and Minutes** - The Corporate Secretary, their designate or any other person the Committee requests, shall act as secretary of Committee meetings. Minutes of Committee meetings shall be recorded and maintained by the Corporate Secretary and subsequently presented to the Committee for approval.
3. **Quorum** - A majority of the members of the Committee shall constitute a quorum. The affirmative vote of a majority of the members of the Committee participating in any meeting of the Committee is necessary for the adoption of any resolution of the Committee.
4. **Access to Management and Outside Advisors**

- (a) The Committee shall have unrestricted access to the Company's management and employees and its legal and financial advisors, as well as the Company's books and records.
- (b) The Committee shall have the authority to retain and terminate external legal counsel, consultants or other advisors to assist it in fulfilling its responsibilities and to set and pay the respective compensation for these advisors without consulting or obtaining the approval of the Board or any Company officer. In the event that a legal counsel, consultant or other advisor is retained by the Committee to assist the Committee, the Committee shall (i) be directly responsible for the appointment, compensation and oversight of the work of any advisor retained by the Committee; (ii) pre-approve any other services provided by the advisor to the Company; and (iii) periodically, conduct a review of the appointment of any advisor retained by the Company and their independence.
- (c) The Company shall provide appropriate funding, as determined by the Committee, for the services of these advisors.

D. FUNCTIONS AND RESPONSIBILITIES

1. The Committee shall have the functions and responsibilities set out in this Charter, as well as any other matters that are specifically delegated to the Committee by the Board.
2. **General** - The Committee shall:
 - (a) review and assess, on a periodic basis, the adequacy of this Charter and, where necessary, recommend changes to the Board for its approval;
 - (b) undertake a performance evaluation of the Committee, on an annual basis, comparing the performance of the Committee with the requirements of this Charter, and report the results of the performance evaluation to the Board. The performance evaluation by the Committee shall be conducted in such manner as the

Committee deems appropriate. The report to the Board may take the form of an oral report by the Chair of the Committee or any other member of the Committee designated by the Committee to make this report;

3. Composition of the Board and its Committees

- (a) **Board Criteria** - The Committee shall oversee the size and composition of the Board and its committees and provide advice to the Board in this regard. In so doing, the Committee shall recommend to the Board appropriate changes to the size of the Board and appropriate criteria for the selection of new directors, periodically review the criteria adopted by the Board and, where appropriate, recommend to the Board changes to such criteria. In developing such criteria, the Committee should consider:
- i. the competencies and skills that the Board, as a whole, should possess;
 - ii. the overall performance, qualifications, competencies, skills, and other relevant characteristics of each existing director; and
 - iii. the appropriate size of the Board for facilitating effective decision making.
- (b) **Nomination or Appointment of Directors** - The Committee shall adopt a process for the nomination or appointment of candidates to the Board. In accordance with such process, the Committee shall recruit, consider and, if advisable, make recommendations to the Board on candidates for nomination or appointment to the Board. In so doing, the Committee shall take the following considerations into account in the context of the Company's global business and affairs:
- i. the competencies and skills that the Board, as a whole, should possess;

- ii. the competencies, skills, personality and other relevant characteristics of each existing director, and of the Board as whole;
 - iii. the overall composition of the Board in relation to the governance requirements of any Applicable Requirements, as well as the Board Diversity Policy;
 - iv. the experience, competencies, skills, and other relevant characteristics possessed by prospective nominees in relation to the existing board members; and
 - v. whether or not each new nominee can devote sufficient time and resources to their duties as a Board member.
- (c) **Committee Appointments** - The Committee shall consider and recommend for Board approval, the appointment of directors to Board committees, including role of the Chair of such committees.
- (d) **Removal of Director from Board or Board Committee** - The Committee may recommend for Board approval the removal of a director from the Board or a Board committee if they are no longer qualified to serve as a director under the Applicable Requirements or for any other reason the Committee considers appropriate. The Committee shall also advise on the appropriateness of any resignation that may be offered by a director under the Company's Majority Voting Policy.
- (e) **Committee Vacancies** - The Committee shall identify directors qualified to fill vacancies on any committee of the Board (including the Committee) and recommend that the Board appoint the identified directors to the respective committee.
4. **Review of Shareholder Proposals** - The Committee shall review any and all shareholder proposals submitted to the Company relating to the nomination of a member of the Board and recommend to the Board appropriate action on any and each such proposal, taking into consideration the Company's by-law relating to the advance notice of director nominations of the Company.

5. **Reporting to the Board** - After each meeting of the Committee where conduct review matters are discussed, the Chair shall report to the Board on the conduct review matters considered by the Committee.

6. **Oversight of Corporate Governance Matters**

- (a) **Governance Framework** - The Committee shall periodically review and, if advisable, approve and recommend for Board approval, the Company's corporate governance and policy documents ("**Corporate Governance Manual**"), which include the Key Governance Policies and the Governing Documents (as hereinafter defined).
- (b) **Governance Activity** - At least annually, the Committee shall review the Company's corporate governance activities and approve changes it considers appropriate. As part of its review, the Committee shall take into account changing regulatory requirements and best practices. At least annually, the Committee shall report to the Board on the state of the Company's corporate governance activities.
- (c) **Governance Disclosure** - The Committee shall prepare, in conjunction with management, corporate governance disclosure for the Company's annual reports and management information circulars as required by the Applicable Requirements and taking into account best practices with respect to each proxy season.
- (d) **Governance Policies Review** - The Committee shall periodically review the Insider Trading Policy, Shareholder Engagement Policy, Majority Voting Policy, Code of Business Conduct, and Board Diversity Policy (collectively, "**Key Governance Policies**"). as well as the Company's other governance policies and procedures, and recommend any changes, as required, to the Board for consideration and approval.
- (a) **Governing Documents Review** - The Committee shall periodically review and assess the adequacy of the Company's

organizing documents and by-laws, and the mandates, charter, and role descriptions, as applicable, for the Board, each Board committee, the Chief Executive Officer and the Board Chair (the “**Governing Documents**”) to determine if amendments are advisable in light of principles and policies of corporate governance developed by the Committee, and if so, approve and recommend for Board approval amendments to the Governing Documents.

- (e) **Code of Business Conduct** - The Committee shall authorize, where appropriate, waivers of compliance for the benefit of any directors or executive officers of the Company. The Committee shall periodically review and report to the Board on the reports provided by management relating to compliance with, or material deficiencies of, the Company’s Code of Business Conduct.

7. **Performance of the Board and its Committees**

- (a) **Director Orientation** - Orientation and training of directors is the responsibility of the Committee, in conjunction with the Board Chair, as set out in the Board Mandate. The Committee shall oversee the development of the Company’s director orientation program and oversee the effective implementation of the orientation and development plans in order to serve the needs of the directors. The Committee shall periodically review this program and approve changes it considers appropriate.
- (b) **Performance Assessment** - At least annually, the Committee shall conduct an assessment of the performance of the Board, the individual directors, each Board committee and the Board Chair against their respective mandates and any other criteria the Committee considers appropriate. The Committee shall report its findings to the Board and, based on those findings, recommend any action plans that the Committee considers appropriate.
- (c) **Evaluation of Independence** - At least annually, the Committee shall evaluate each director against the independence criteria

approved by the Board and Applicable Requirements and shall make a recommendation to the Board, based on these criteria, on the independence of each director.

- (d) **Monitoring Effectiveness** - The Committee shall monitor the effectiveness of the relationship between management of the Company and the Board and the effectiveness of the operation of the Board, the committees of the Board and individual directors, and recommend appropriate changes and improvements to meet the appropriate level of effectiveness.

8. **Delegation** - The Committee may, to the extent permissible by Applicable Requirements, designate a sub-committee to review any matter within this Charter as the Committee deems appropriate.

G. REPORTING TO THE BOARD

1. The Chair shall report to the Board, as required by Applicable Requirements or as deemed necessary by the Committee or as requested by the Board, on material matters arising at Committee meetings and, where applicable, shall present the Committee's recommendations to the Board for its approval.
2. All resolutions of the Committee shall be made available to the Board through posting of the Committee minutes once approved by the Committee, unless the Committee determines that the matter should be brought before the Board at an earlier date.

H. GENERAL

1. The Committee shall take such other actions regarding the Company's nominations and corporate governance that are in the best interests of the Company and its shareholders as the Committee shall deem appropriate or as shall otherwise be required by any Applicable Requirements or as may from time to time be delegated to the Committee by the Board.

I. CURRENCY OF THE CORPORATE GOVERNANCE AND NOMINATING COMMITTEE CHARTER

1. This Charter was last amended and approved by the Board on March 9, 2026.