

Form of Proxy – Annual Meeting to be held on May 13, 2026

Appointment of Proxyholder

I/We, being share owner(s) of Class II voting shares of ATCO Ltd. (the "Company" or "ATCO"), hereby appoint **N.C. Southern**, Chief Executive Officer, or, failing her, **K.M. Brunner**, Senior Vice President, General Counsel & Corporate Secretary (the "Management Designees"),

OR

Print the name of the person you are appointing if this person is someone other than the Management Designee listed herein:

as my/our proxyholder with full power of substitution and to attend, act, and to vote for and on behalf of the holder in accordance with the following direction (or if no directions have been given, as the proxyholder sees fit) and all other matters that may properly come before the **Annual Meeting** of the Company (the "Meeting") to be held in person at **The Fairmont Palliser at 133-9 Avenue, S.W, Calgary, Alberta, on Wednesday May 13, 2026 and 10:00 A.M. (Mountain Daylight Time)** at any adjournment(s) or postponement(s) thereof.

Management recommends voting "For" each of the following matters as indicated by the highlighted text over the boxes below.

1. Election of Directors.	For	Withhold		For	Withhold		For	Withhold
a. Rona H. Ambrose	<input type="checkbox"/>	<input type="checkbox"/>	b. Jason T. Kenney	<input type="checkbox"/>	<input type="checkbox"/>	c. Kelly C. Koss-Brix	<input type="checkbox"/>	<input type="checkbox"/>
d. Robert J. Peabody	<input type="checkbox"/>	<input type="checkbox"/>	e. Robert J. Routs	<input type="checkbox"/>	<input type="checkbox"/>	f. Nancy C. Southern	<input type="checkbox"/>	<input type="checkbox"/>
g. Linda A. Southern-Heathcott	<input type="checkbox"/>	<input type="checkbox"/>	h. Norman M. Steinberg	<input type="checkbox"/>	<input type="checkbox"/>	i. Roger J. Urwin	<input type="checkbox"/>	<input type="checkbox"/>
j. Susan R. Werth	<input type="checkbox"/>	<input type="checkbox"/>						

2. Appointment of Auditors. To vote upon the appointment of PricewaterhouseCoopers LLP as the auditor of the Company.	For	Withhold
	<input type="checkbox"/>	<input type="checkbox"/>

Authorized Signature(s) – This section must be completed for your instructions to be executed.

I/We authorize you to act in accordance with my/our instructions set out above. I/We hereby revoke any proxy previously given with respect to the Meeting. If no voting instructions are indicated above, **this Proxy will be voted as recommended by Management.**

Signature(s):

Date

MM / DD / YY

INSTEAD OF MAILING THIS PROXY, YOU MAY SUBMIT YOUR PROXY USING SECURE ONLINE VOTING AVAILABLE ANYTIME:

This form of proxy is solicited by and on behalf of Management of ATCO Ltd.

Proxies must be received by 5:00 p.m., (Eastern Daylight Time), on May 11, 2026.

Notes to Proxy

1. **Each holder of Class II voting shares has the right to appoint a person who need not be a holder, to attend and represent them at the Meeting. If you wish to appoint a person other than the persons whose names are printed herein, please insert the name of your chosen proxyholder in the space provided on the reverse.**
2. If the securities are registered in the name of more than one holder (for example, joint ownership, trustees, executors, etc.) then all of the registered owners must sign this proxy in the space provided on the reverse. If you are voting on behalf of a corporation or another individual, you may be required to provide documentation evidencing your power to sign this proxy with signing capacity stated.
3. This proxy should be signed in the exact manner as the name appears on the proxy.
4. **If this proxy is not dated, it will be deemed to bear the date on which it is mailed by Management to the holder.**
5. **The securities represented by this proxy will be voted as directed by the holder; however, if such a direction is not made in respect of any matter, this proxy will be voted as recommended by Management.**
6. **The securities represented by this proxy will be voted or withheld from voting, in accordance with the instructions of the holder, on any ballot that may be called for and, if the holder has specified a choice with respect to any matter to be acted on, the securities will be voted accordingly.**
7. This proxy confers discretionary authority in respect of amendments to matters identified in the Notice of Meeting or other matters that may properly come before the meeting.
8. This proxy should be read in conjunction with the accompanying documentation provided by Management.



To Vote Your Proxy Online please visit:

<https://vote.odysseytrust.com>

You will require the CONTROL NUMBER printed with your address to the right.

If you vote by Internet, do not mail this proxy.

Voting by mail may be the only method for securities held in the name of a corporation or securities being voted on behalf of another individual. A return envelope has been enclosed for voting by mail.