



## Ryan McLeod

Chief Financial Officer

Starting February 23, 2026

Ryan McLeod is the incoming Chief Financial Officer. Beginning February 23, 2026, he will join CAE's Executive Management Committee and lead the global finance organization, where he will play a pivotal role in advancing CAE's growth and operational excellence.

Mr. McLeod is an accomplished finance executive recognized for his strategic leadership and ability to drive organizational success. Prior to this appointment, Mr. McLeod served as the Chief Financial Officer (CFO) of ATS Corporation, since 2020. In this role, he led the global finance team, shaping financial strategy, and enabling sustainable growth. As CFO, Mr. McLeod oversaw revenue growth from \$1.4 billion to \$3.0 billion along with margin expansion. He successfully led ATS Corporation's U.S. Initial Public Offering and the execution of 18 strategic acquisitions across North America, Europe, and Southeast Asia. Mr. McLeod also strengthened the company's balance sheet through multiple debt issuances totaling over \$1 billion.

From 2010 to 2020, Mr. McLeod served as Vice President, Corporate Controller at ATS Corporation, where he led external reporting, global controllership, taxation, and developed the company's investor relations strategy. During his 18-year tenure at ATS Corporation, the company experienced exceptional growth.

Earlier in his career, he held finance leadership roles at CIBC Mellon and spent four years with Ernst & Young LLP's Audit & Assurance practice.

Mr. McLeod earned his Chartered Professional Accountant and Chartered Accountant designations from the Institute of Chartered Accountants of Ontario and holds an Honours Bachelor of Business Administration from Wilfrid Laurier University.