



Program Management

Fireside Chat

Disclosures

Forward-Looking Statements

All statements in this communication other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including any statements of the plans, strategies and objectives for future operations, profitability, strategic value creation, coronavirus impacts, risk profile and investment strategies, any statements regarding future economic conditions or performance, and the expected financial and operational results of AECOM. Although we believe that the expectations reflected in our forward-looking statements are reasonable, actual results could differ materially from those projected or assumed in any of our forward-looking statements. Important factors that could cause our actual results, performance and achievements, or industry results to differ materially from estimates or projections contained in our forward-looking statements include, but are not limited to, the following: our business is cyclical and vulnerable to economic downturns and client spending reductions; impacts caused by the coronavirus and the related economic instability and market volatility, including the reaction of governments to the coronavirus, including any prolonged period of travel, commercial or other similar restrictions, the delay in commencement, or temporary or permanent halting, of construction, infrastructure or other projects, requirements that we remove our employees or personnel from the field for their protection, and delays or reductions in planned initiatives by our governmental or commercial clients or potential clients; losses under fixed-price contracts; limited control over operations run through our joint venture entities; liability for misconduct by our employees or consultants; failure to comply with laws or regulations applicable to our business; maintaining adequate surety and financial capacity; high leverage and potential inability to service our debt and guarantees; exposure to Brexit; exposure to political and economic risks in different countries; currency exchange rate fluctuations; retaining and recruiting key technical and management personnel; legal claims; inadequate insurance coverage; environmental law compliance and adequate nuclear indemnification; unexpected adjustments and cancellations related to our backlog; partners and third parties who may fail to satisfy their legal obligations; AECOM Capital real estate development projects; managing pension cost; cybersecurity issues, IT outages and data privacy; risks associated with the benefits and costs of the Management Services transaction, including the risk that the expected benefits of the Management Services transaction or any contingent purchase price will not be realized within the expected time frame, in full or at all; as well as other additional risks and factors that could cause actual results to differ materially from our forward-looking statements set forth in our reports filed with the Securities and Exchange Commission. Any forward-looking statements are made as of the date hereof. We do not intend, and undertake no obligation, to update any forward-looking statement.

Non-GAAP Financial Information

This communication contains financial information calculated other than in accordance with U.S. generally accepted accounting principles (“GAAP”). The Company believes that non-GAAP financial measures such as adjusted EPS, adjusted EBITDA, adjusted net/operating income, adjusted tax rate, net service revenue and free cash flow provide a meaningful perspective on its business results as the Company utilizes this information to evaluate and manage the business. We use adjusted EBITDA, adjusted EPS, adjusted net/operating income and adjusted tax rate to exclude the impact of non-operating items, such as amortization expense, taxes and non-core operating losses to aid investors in better understanding our core performance results. We use free cash flow to represent the cash generated after capital expenditures to maintain our business. We present net service revenue to exclude subcontractor costs from revenue to provide investors with a better understanding of our operational performance. We present segment adjusted operating margin to reflect segment operating performance of our Americas and International segments, excluding AECOM Capital.

Our non-GAAP disclosure has limitations as an analytical tool, should not be viewed as a substitute for financial information determined in accordance with GAAP, and should not be considered in isolation or as a substitute for analysis of our results as reported under GAAP, nor is it necessarily comparable to non-GAAP performance measures that may be presented by other companies. A reconciliation of these non-GAAP measures is found in the Regulation G Information tables at the back of this communication.

We are the world's trusted infrastructure consulting firm

OUR INHERENT COMPETITIVE ADVANTAGES

- ✓ Unrivalled technical expertise and scale
- ✓ Established history of delivering on our clients' most complex projects
- ✓ Proven agility to perform through periods of uncertainty
- ✓ Substantial backlog and visibility
- ✓ Highly cash generative business model

SIMPLIFYING OUR STRATEGY TO CAPITALIZE ON OUR STRENGTHS:

- ✓ Restructured the business and changed leadership positions to strengthen accountability, collaboration and our focus on clients
- ✓ Removed costly bureaucracy that limited our potential
- ✓ Investing in growth through our improved margins
- ✓ Broadening our focus to advise on strategy and program management to drive efficiency in the future of design

UNPARALLELED TECHNICAL EXPERTISE

ENR

#1

Environment Firm

Transportation
Design Firm

Facilities Design
Firm

Mixed-Used
Buildings

Education Buildings

Aviation

Highways

Remediation

#2

Green Design Firm

Commercial Offices
& Government
Offices

Bridges

Mass Transit & Rail

Water Supply

Hazardous Waste

Wastewater
Treatment

Dams & Reservoirs

#3

Site Assessment

Clean Air Compliance

Desalination Plants

Solar Power

Source: 2020 and 2021 ENR Rankings, reflecting global revenue.

Welcome

Drew Jeter
Chief Executive, Global Program Management



Market forces – What is it like for our clients?

Post-COVID Stimulus

Nations seeking to 'kick start' economic recovery through large-scale initiatives

Collaboration, Integration, Risk Sharing

Clients are seeking new relationships with their supply chain to enable internal focus on core function and work with external partners to integrate, share risk, and manage key functions

Increased Urbanization

Comprehensive solutions required in response to global issues such as inequality, sustainability and social integration while also tackling challenges around finance and planning

Digital Demand

The value of data and its ability to inform decision making is being recognized increasingly by the market

Increasing Complexity and Emerging ESG Challenges

Focus on the wider outcomes of large-scale initiatives, recognizing the importance of and key stakeholder focus on factors such as equity, social impact and sustainability within a more technically complex ESG environment that draws on AECOM's strengths

Program Management addresses our clients' emerging needs



Holistic approach

- Programs focus on the realisation of **outcomes** achieved through the integrated delivery and embedment of multiple projects/initiatives.
- This approach is the best way to address emerging challenges our clients face, which are multiple, overlapping and often suffer from **conflicting solutions**
- Programs enable wider thinking, planning and execution which consider all these elements



Outcomes focus

- Delivery to time, cost and quality are no longer sufficient to claim success
- Stakeholders, with more influence than ever before, demand to understand the **wider implications** of change – social change, equity outcomes, community economic growth – **why** are we doing this?
- Program Management focusses with equal rigor on the realization of these outcomes as the delivery of the assets which enable them



Integration and collaboration

- Complex, large-scale challenges require input and solutions from **multiple best-in-class providers** to be most effectively resolved
- In full flow, programs are **complex networks** of projects, initiatives and supply chain organisations
- Programs create **sense and purpose** by creating organizations which are fully integrated and highly collaborative in culture

Why AECOM Program Management... Why now?

OUR ADVANTAGES AND IMPERATIVES TO GROW

- 1 AECOM has long been a leader in Program Management
- 2 AECOM's key competitive advantage is our ability to combine our program management capabilities with our industry-leading technical and construction management expertise, our ability to execute globally and our strong client relationships in key markets and geographies
- 3 By elevating the importance of Program Management within our strategy as holistic advisors to our clients throughout the project lifecycle, we see the opportunity to gain market share and expand our addressable market
- 4 We are prioritizing business development investment and resources to support the growth of this business

Program Management is core to our strategy

As the size and scope of our clients' biggest challenges increase, Program Management is a key capability that will position AECOM even better to best support our clients through the lifecycle of their capital investments.

DAY ONE

ADVISING ON THE FUTURE OF INFRASTRUCTURE AND BUILDING A BETTER WORLD

- Engaging with our clients early to better advise on their objectives and shape their programs
- Developing master plans for our public and private sector clients to address multi-decade transformation in their portfolios

DAY TWO

PROGRAM MANAGEMENT

- Our program management leadership is built around our multi-disciplinary expertise and builds on our advisory relationships with clients, which distinguishes us from our peers
- We deliver substantial high value technical service to our clients under PM assignments
- From nearly \$400 million of annual NSR today, **we expect to drive 3-4x growth**

DAY THREE

PROJECT DESIGN & EXECUTION

- Developing detailed design, engineering, architectural and scientific work for our clients
- Delivering programs with the highest quality and more efficiently
- Extending our **digital capabilities** to broaden the value we can bring to clients

The scale and expertise of our core design, architecture, engineering and scientific capabilities provide critical complements to these capabilities and significantly differentiates us in the marketplace

Implementing the vision – Key focus areas

Our strategy to grow our capability and capacity to satisfy this demand is simple and based on three main areas:



Market-driven

Engaging early with our clients to help them shape and implement solutions to their infrastructure challenges to achieve desired outcomes and benefits, especially in regards to ESG



Invest in Expanding Our Expertise

Expand our bench of world-class program managers and advisors to further compliment our existing leading capabilities



Repeatably Effective

Strengthen collaboration across the organization to better harness best practices of delivering program management, including innovative digital tools

Recent wins

New Jersey Turnpike 1-4 Widening

ROLE: **Program Manager & Env Services**

CLIENT: **New Jersey Turnpike Authority**

CONTRACT VALUE: **~\$50M**

DURATION: **2021-2029**



Managing the client's capital program to improve quality of life for New Jersey residents while ensuring goods and services delivered on its highways have the infrastructure available to meet current and future regional demands.

Overseeing the Design of an additional lane in each direction to existing NJ Turnpike from Interchange 1 to 4, cross cutting 15 Municipalities that AECOM is providing environmental permitting and stakeholder management.

DISD 2020 Bond Program, Ph 1

ROLE: **Program Manager**

CLIENT: **Dallas Independent School District**

PROGRAM VALUE: **\$3.5B**

DURATION: **2021-2031**



AECOM has recently been selected to provide program management services for DISD's 2020 Bond Program, a continuation of services provided to this client in 2002, 2008 and 2015. DISD is the second largest public school district in Texas, serving more than 150,000 students at 226 campuses.

AECOM will provide full program oversight of renovation/replacement of aging schools, provision of technology for students to learn virtually and creation of resource centers in neighborhoods identified as most in need.

Thank you

AECOM: The world's trusted infrastructure consulting firm

We deliver professional services throughout the project lifecycle – from planning, advisory, design and engineering to program and construction management.

Across the globe, we partner with our clients in the public and private sectors to solve their most complex challenges and pioneer innovative solutions.

47K professionals

#1

ranked transportation and building design and environment firm (by ENR)

7 Fortune World's Most Admired 7 years in a row, including #1 in our industry in 2021



Best positioned to advance our clients' ESG priorities

We are a leading firm of engineers, designers, master planners, scientists, researchers, program and construction managers, architects, economists, cost consultants and strategists.

ESG is a top priority for nearly every client and in nearly every market – more than 1,500 companies and 800 cities globally have set net zero targets.

Our comprehensive knowledge-based solutions are critical to clients who are addressing multi-decade decarbonization and sustainability initiatives.

ENR

Source: 2020 and 2021 ENR Rankings, reflecting global revenue.

#1

Environment Firm
Chemical Remediation

#2

Green Design Firm
Water Supply,
Transmission & Treatment
Hazardous Waste
Dams & Reservoirs

#3

Site Assessment
Clean Air Compliance
Desalination Plants
Solar Power

#4

Green Contractor

CRITICAL CLIENT FOCUS AREAS:

- ✓ Urbanization and de-densification in a post-pandemic world
- ✓ Electrification of transit and autonomous transportation
- ✓ Environmental consulting and remediation – e.g., PFAS
- ✓ New Energy and Energy Storage – achieving a net zero-carbon society
- ✓ Master planning to advance community equity and economic prosperity
- ✓ Digital disruption and transformation
- ✓ Clean water
- ✓ Strengthening the resiliency of our communities to adapt to climate change

WE ARE BUILDING A BETTER WORLD BY DELIVERING FOR OUR CLIENTS

AECOM Delivering a
better world