

TRANSFORMING OUR WORK

DIGITAL INNOVATION AT AECOM

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Disclosures

Safe Harbor

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, 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; the risk that costs of restructuring transactions and other costs incurred in connection with the Management Services transaction will exceed our estimates or otherwise adversely affect our business or operations; 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.

AECOM: The World's Premier Infrastructure Consulting Firm

We deliver professional services across the project lifecycle – from planning, design and engineering to consulting 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.



56K

Professionals

#1

Ranked transportation and building design and environment firm by ENR

7

Consecutive quarters of double-digit adjusted EBITDA growth

\$720M - \$740M

Raised FY'20 adjusted EBITDA guidance¹

¹ Guidance as issued on August 4, 2020.

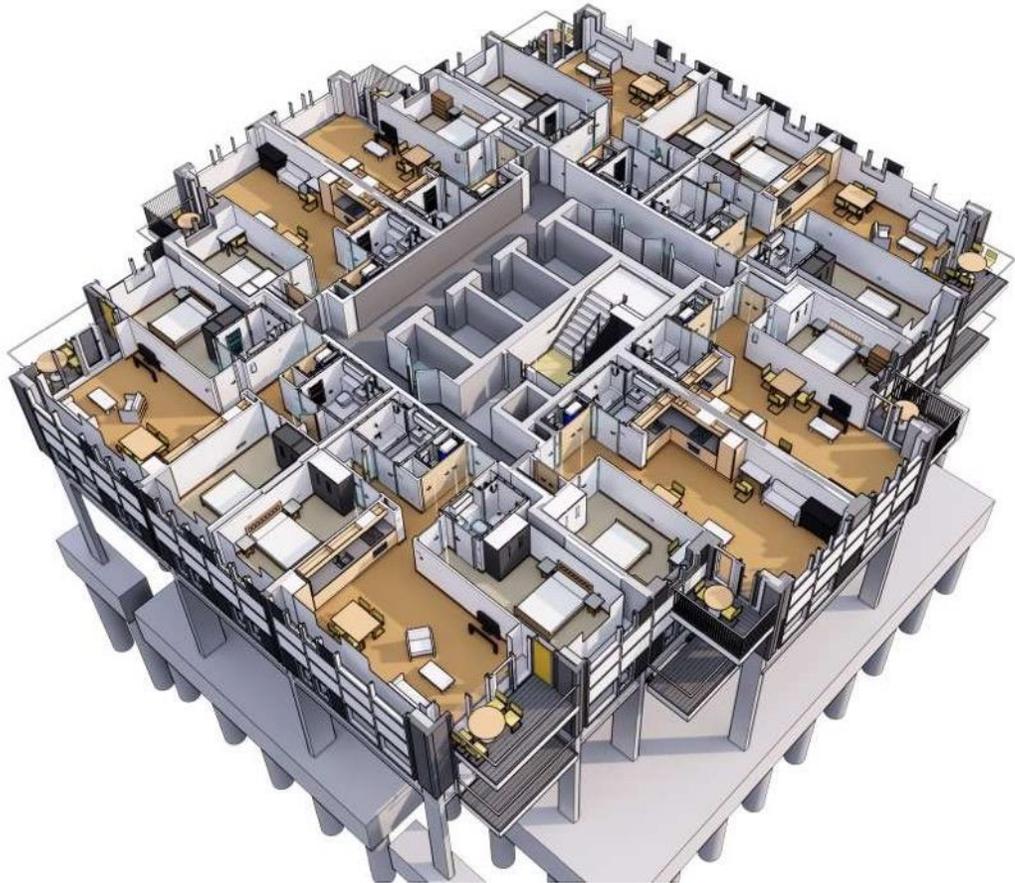
We are leading the digital transformation of the industry and investing in our people and innovation across our entire business

- Every day, our teams are supporting our clients across market sectors through innovative technologies and solutions that allow us to gain share in the marketplace
- We are now leading the acceleration of innovation and digital transformation in the industry
- Driving increased competitive differentiation as a result of our ability to deploy innovation at our scale and invest across our platform



CREATING A VIRTUOUS CYCLE FOR THE BENEFIT OF ALL STAKEHOLDERS

Across our global footprint, digital innovation maximizes the value of our scale and elevates the quality of our work



- Consistently applying digital tools across our design portfolio
- Creating smart, reusable digital components that capture the very best of AECOM's design intelligence
- Through artificial intelligence, machine learning, and digital libraries – automating the most repetitive tasks and unlocking the potential of our workforce
- Enabling the transformation in construction to digitally-created components and new delivery techniques

Digital IP enables faster results, smarter solutions, and better outcomes for clients



Faster

Decrease in time, material and labor cost through optimized construction processes; 50% faster program schedule relative to traditional design and construction



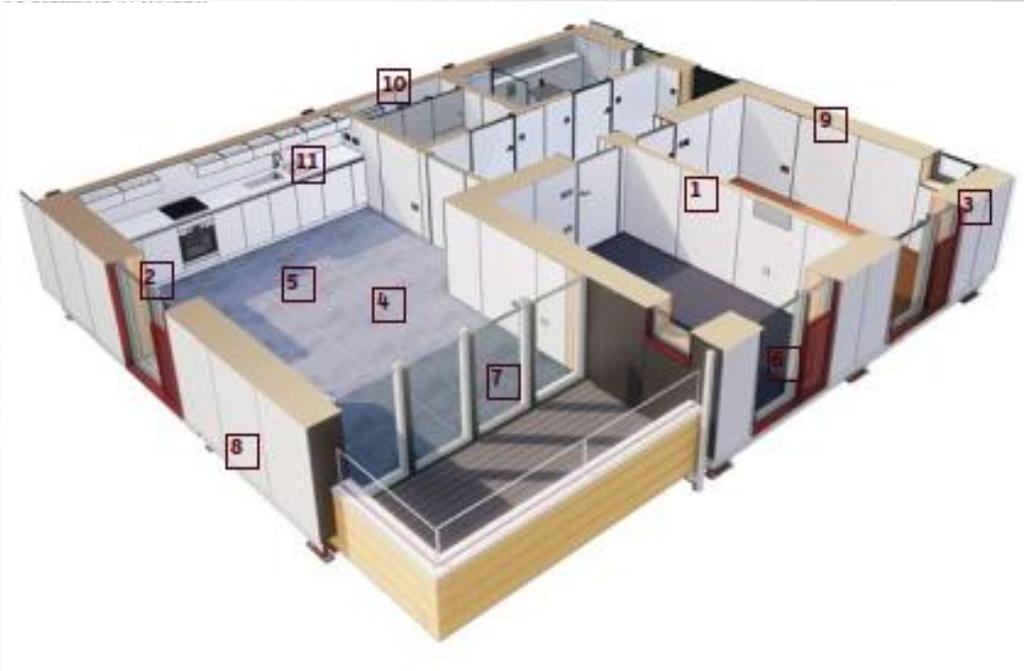
Smarter

Collaboratively planning, designing, constructing, and managing infrastructure assets and data

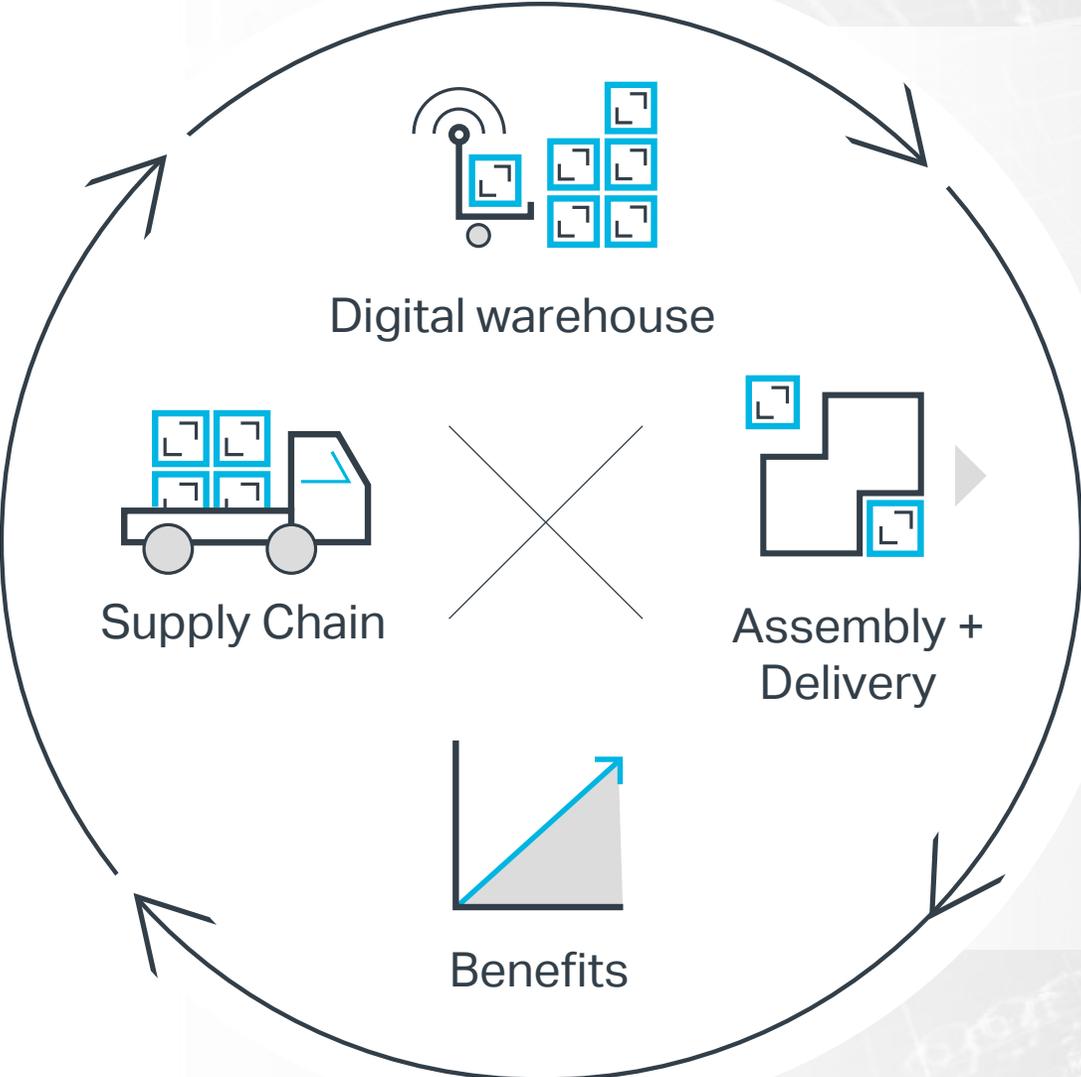


Better

Integrating consistent processes and workflows to generate greater efficiency and informed decision making



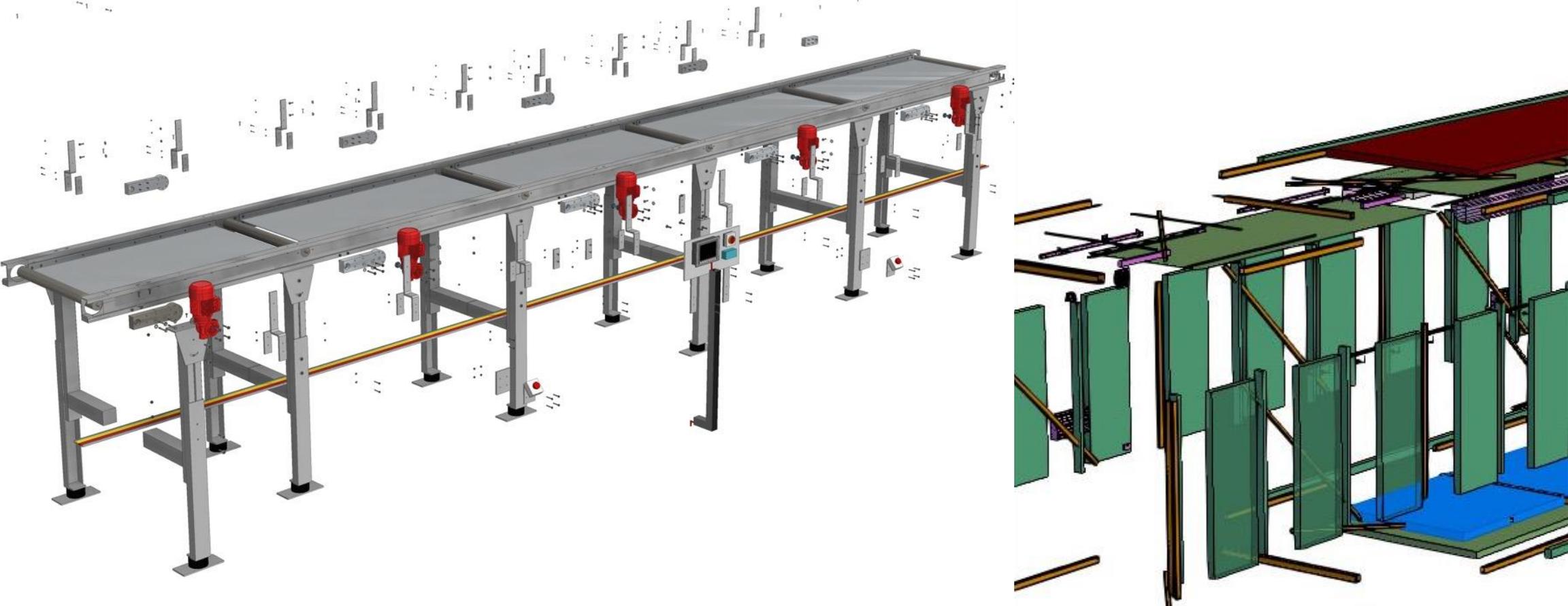
The boundaries between design, construction and manufacturing are blurring; digital innovation means less expensive and more rapid outcomes for clients



 **Benefits**

- Supply and delivery:** Certainty of outcomes with robust supply chain and tested processes
- Innovation:** Across the lifecycle of design, engineering, manufacturing and assembly
- Product excellence:** Enhanced materials, exceeding performance standards
- Cost certainty:** Early commitment on design; 50% faster program schedule than traditional

At Heathrow Airport, AECOM's digital libraries enabled accurate prefabricated components, transforming the design process to eliminate waste



Digital innovation facilitated a rapid pivot to effectively responding to the pandemic – for our employees, our clients and our communities

- Crisis drove unprecedented acceleration of internal digital transformation
- Rapid shift to the cloud
- Digital design review
- Remote collaboration

Supported by our digital investments, hundreds of AECOM projects made an immediate shift to the cloud between March 15 and April 15 to facilitate remote work and continuity

For example our Autodesk software use, typically below 2 million hours per month, increased to nearly 2.75 million hours in March and April 2020

~80% of AECOM surveyed employees anticipate the pandemic will accelerate their clients' shift to digital work



The shift has caused us to re-evaluate who we are as a company, and how the future of our work might look

- Supporting our clients
- Supporting our employees
- Unique opportunities to advance technology
- What the future of work might look like

Rapidly addressing client and community needs: AECOM's Virtual Consultation Tool



Improving the Environmental Impact Analysis documentation process: enhancing stakeholder understanding of content; improving collaboration; streamlining workflow for our clients

AECOM Environmental Engagement



Environmental impact assessments
and other statutory processes



Transport planning –
master planning,
concept and detailed
design



Environmental management plans
for design and
construction of
infrastructure



Resilience and climate adaptation
planning and
communication



Contaminated land
investigations and
remediation projects



Mine rehabilitation
and closure plans and
communication



Residential and commercial
developments



Government initiatives
including communities
and/or **stakeholder**
engagement

Rapidly addressing client and community needs: AECOM's TRIPSSM

TRIPSSM — Transportation Resilient Integrated Passenger Solution

The Passenger Journey- A Day in a life of a Transit Passenger





Digital Design is embedded in our DNA

3D/4D/5D for Florida DoT



Extending digital design methodology to FDOT intersection improvement program:

3D/4D/5D renderings, videos, and panoramas formed crucial program deliverables

Driver-perspective videos aided design

Full cross-section 3D videos showed utilities and 4D/5D videos showed construction phasing and quantities

Big Data for Infrastructure



The Smart Cycling Challenge involved the data collection from hundreds of participants on their regular cycling trips in Dublin

Data on 7,000 journeys and 34,000km was used to develop a methodology for assessing existing cycle networks, with focus on pavement quality, journey time delays and routing

Digital innovation is allowing AECOM to leverage its scale, geographic reach, and intellectual capital like never before

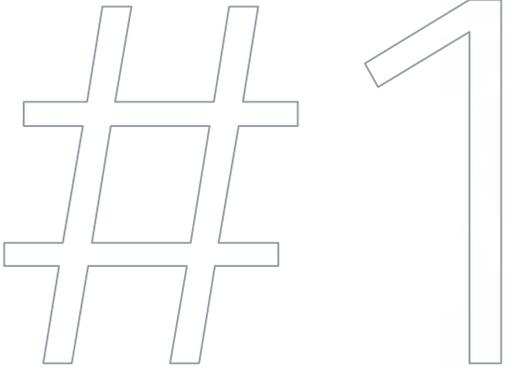
- Across our global footprint, digital engineering maximizes the value of our best work
- Our shift to digital delivery has continued to accelerate in the past year
- Digital engineering enables AECOM to elevate the quality of delivery for our global customers
- Digital consistency and collaboration allow AECOM to fully leverage our scale
- Digital methods of work prepare AECOM and our clients to take full advantage of advances in project delivery



AECOM

Imagine it.
Delivered.

We lead the industry in several key end markets



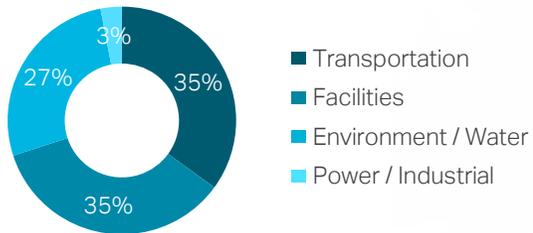
Design and firm-wide rankings by ENR

Transportation
General Building
Environment
Program Management

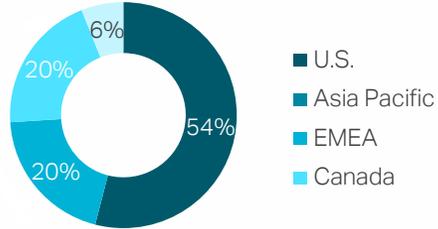
Airports
Highways
Mixed-Use Buildings
Educational Facilities
Correctional Facilities
Power Operation
Chemical and Soil Remediation
Hazardous Waste
Nuclear Waste

As a Professional Services business, AECOM is poised to thrive

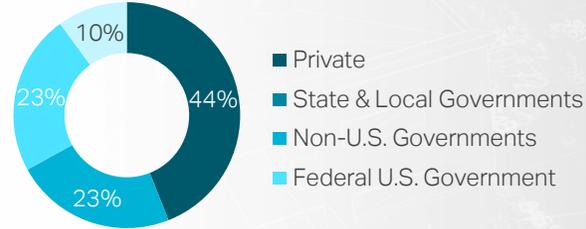
Attractive Exposure to Key End Markets



Balanced Geographic Exposure



Diverse Funding Sources



Lower-Risk Professional Services Business



All numbers are presented as a percentage of TTM NSR (as of Q3'20)

- ✓ **Focused** on our core higher-returning and lower-risk businesses
- ✓ **Lead** in key engineering and construction management markets
- ✓ **Strengthened** financial profile with a higher expected earnings growth and transformed balance sheet
- ✓ **Capitalizing** on a strong backlog position and sizable market opportunities with long-term profitable growth