



Imagine it.
Delivered.

Second Quarter Fiscal 2020

LOUIS ARMSTRONG NEW ORLEANS
INTERNATIONAL AIRPORT
United States

Served as construction manager for the new 35-gate
North Terminal, a nearly \$1 billion project that added
just under 1 million square feet and three concourses.

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, 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 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, or that any purchase price adjustments could be less favorable or result in lower aggregate cash proceeds than expected; 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.

Non-GAAP Financial Information

This press release 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, organic revenue, 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 constant currency information, such as organic revenue, to help assess how our underlying businesses performed excluding the effect of foreign currency rate fluctuations to aid investors in better understanding our international operational performance. We present net service revenue to exclude subcontractor costs from revenue to provide investors with a better understanding of our operational performance.

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 release.

When we provide our long term projections for adjusted EBITDA and free cash flow on a forward-looking basis, the closest corresponding GAAP measure and a reconciliation of the differences between the non-GAAP expectation and the corresponding GAAP measure generally is not available without unreasonable effort due to the length, high variability, complexity and low visibility associated with the non-GAAP expectation projected against the multi-year forecast which could significantly impact the GAAP measure.

Michael S. Burke

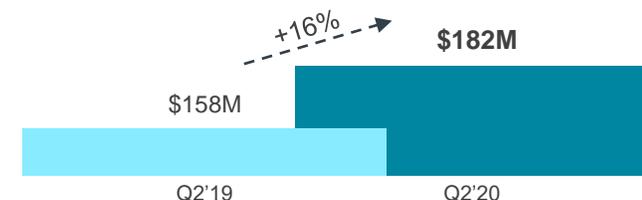
Chairman

Chief Executive Officer

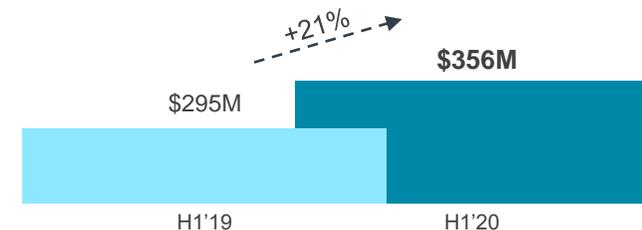
Strong Second Quarter Results Provide Significant Momentum

- Delivered substantially improved profitability and margin expansion reflecting our transformation into a higher-margin, lower-risk Professional Services business
 - Delivered 16% adjusted EBITDA¹ growth, marking a sixth consecutive quarter of double-digit growth
 - 200 basis points of expansion in our segment adjusted operating margins^{1, 2}
- Backlog increased by 14%³ to a record \$42 billion, providing all-time high levels of visibility
 - Several large, multi-year wins in the Americas and a better than 1 book-to-burn⁴ ratio in all regions
- Closed on the approximately \$2.4 billion Management Services sale on January 31st, resulting in a substantially transformed balance sheet
 - Exited second quarter with net leverage⁵ of 1.2x and record cash balance

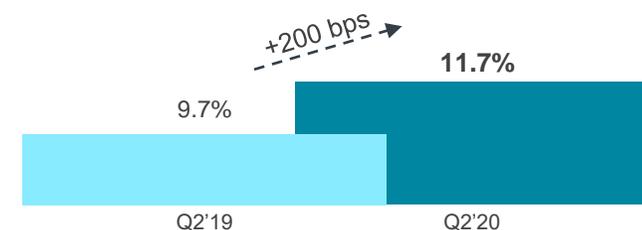
Double-Digit Adjusted EBITDA¹ Growth



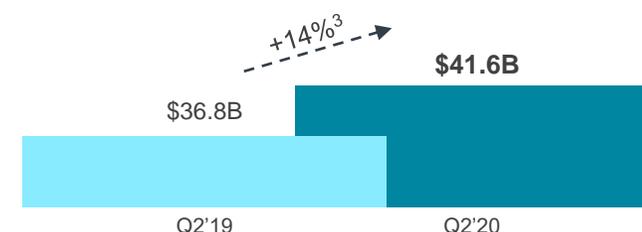
Strong First Half Adjusted EBITDA¹ Growth



Substantial Segment Adjusted Operating Margin^{1, 2} Expansion



Record Total Backlog



All numbers presented reflect Continuing Operations.

We Are Well Positioned to Perform Through the COVID-19 Pandemic

COVID-19 IMPACTS:

- Most of our projects are critical and have been deemed essential; work is continuing to progress
 - No material project cancellations to date
- Quickly implemented mitigation plans to ensure operational continuity and to seamlessly transition to remote work
 - 90% of employees working remotely at peak, with utilization rates mostly consistent with expectations
- The Asia-Pacific region was most impacted in Q2
 - Region delivered on its profit plan and exceeded its cash plan despite 10 lost workdays in Mainland China in February
 - Conditions beginning to normalize
- Leveraging best practices learned in Asia-Pacific in the Americas and EMEA regions
 - Delivering a similar level of resilience and continued strong utilization during transition to 90% of employees working remotely

AECOM'S ADVANTAGES UNDERSCORE CONFIDENCE:

Ability to Service Clients Remotely



Professionals Working Remotely At Peak

Highly Variable Cost Model



Variable Cost Structure

Diverse Funding Sources



Public Sector Client Base (% of TTM NSR⁶ as of Q2'20)

Record Backlog Position and Visibility

\$42B

Total Backlog

3.1 yrs

Revenue Visibility in Backlog

All numbers presented reflect Continuing Operations.

W. Troy Rudd

Chief Financial Officer

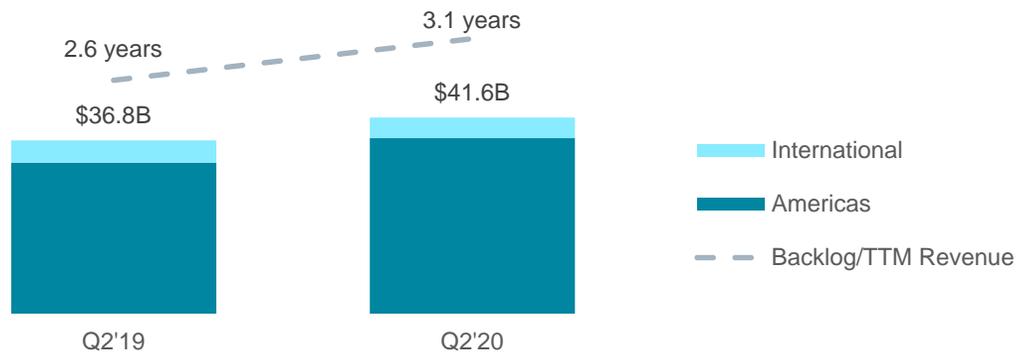
Second Quarter FY'20 Accomplishments

GAAP RESULTS VS. PRIOR YEAR:

| | | |
|------------------|----------------|------|
| TOTAL REVENUE | \$3.25 billion | (5%) |
| OPERATING INCOME | \$110 million | 2% |
| NET INCOME | \$49 million | (6%) |

KEY PERFORMANCE INDICATORS VS. PRIOR YEAR (NON-GAAP):

| | | |
|---|----------------|-------------------|
| NET SERVICE REVENUE ⁶ | \$1.56 billion | (1%) ⁷ |
| SEGMENT ADJ. OPERATING MARGIN ^{1, 2} | 11.7% | +200 bps |
| ADJ. EBITDA ¹ | \$182 million | 16% |



Increased Visibility in Backlog

All numbers presented reflect Continuing Operations.

- Second quarter results extend our track record of delivering double-digit adjusted EBITDA¹ growth
 - Benefitting from substantial margin expansion, including industry-leading margins in the Americas and substantially improved results in the International segment
 - Successes underscore the benefits of our transformation into a higher-margin and lower-risk Professional Services business
 - Continue to evaluate opportunities for further improvement, particularly as COVID-19 creates new remote working norms
- Progressing with our plan to exit our at-risk, self-perform construction businesses
 - Negotiating to sell our share of the San Onofre nuclear decommissioning project
 - Alliant project achieved critical milestones

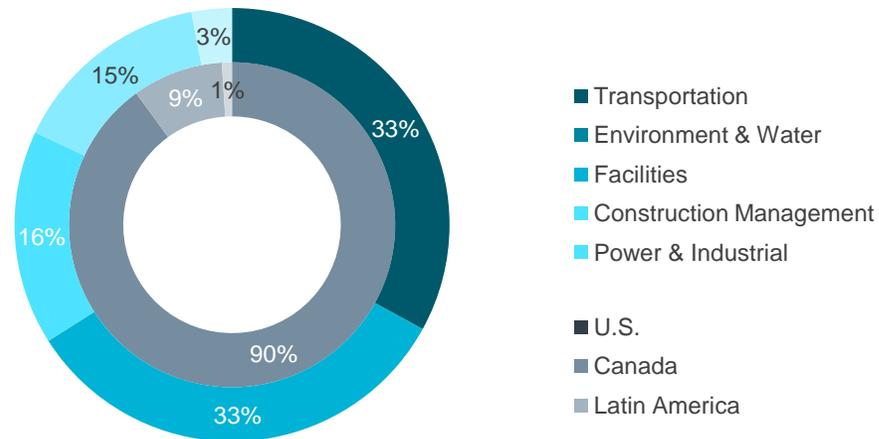
Q2'20 Segment Results – Americas

GAAP RESULTS VS. PRIOR YEAR:

| | | |
|------------------|----------------|------|
| TOTAL REVENUE | \$2.48 billion | (4%) |
| OPERATING INCOME | \$141 million | 10% |

KEY PERFORMANCE INDICATORS VS. PRIOR YEAR (NON-GAAP):

| | | |
|------------------------------------|---------------|-----------------|
| NET SERVICE REVENUE ⁶ | \$933 million | 0% ⁷ |
| ADJ. OPERATING INCOME ¹ | \$146 million | 10% |
| ADJ. OPERATING MARGIN ¹ | 15.6% | +160 bps |



% of Segment TTM NSR (as of Q2'20)

- NSR⁶ effectively unchanged from the prior year
 - NSR increased by 2% in the design business after adjusting for elevated levels of storm activity work in the prior year
 - Continued underlying strength in our core transportation and water markets, as well as stable performance in Construction Management
- 160 basis point improvement in the adjusted operating margin¹ to 15.6%
- Backlog increased by 16% and set a new record
- Positioning for near- and long-term opportunities presented by economic stimulus and stabilization funding from the CARES Act and initiatives to support state budgets
 - More than \$200 million of COVID-response wins just in April

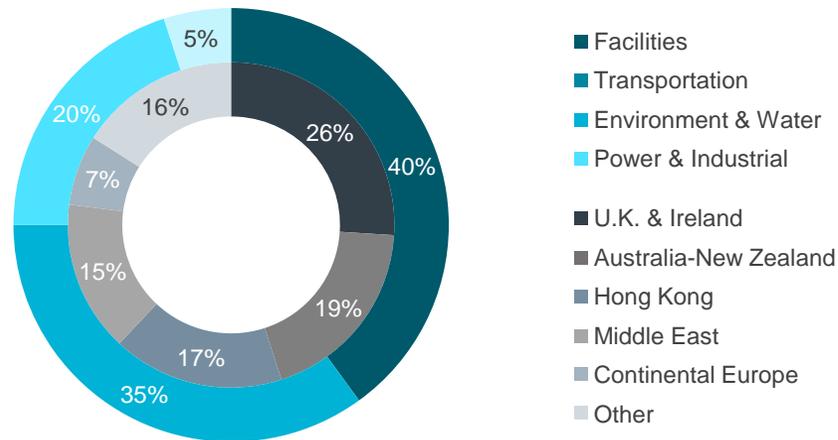
Q2'20 Segment Results – International

GAAP RESULTS VS. PRIOR YEAR:

| | | |
|------------------|---------------|------|
| TOTAL REVENUE | \$770 million | (8%) |
| OPERATING INCOME | \$36 million | 65% |

KEY PERFORMANCE INDICATORS VS. PRIOR YEAR (NON-GAAP):

| | | |
|------------------------------------|---------------|-------------------|
| NET SERVICE REVENUE ⁶ | \$626 million | (2%) ⁷ |
| ADJ. OPERATING INCOME ¹ | \$37 million | 60% |
| ADJ. OPERATING MARGIN ¹ | 5.9% | +240 bps |



% of Segment TTM NSR (as of Q2'20)

- Organic⁷ NSR⁶ declined by 2%, reflecting COVID-related headwinds in Asia offset by growth in Australia and stable performance in the U.K.
- 240 basis point increase in the adjusted operating margin¹, driven by improved performance in Australia and the U.K., reflects ongoing actions to improve profitability
 - Benefitting from ongoing exit of underperforming markets, consolidation of real estate and increased utilization of our best-cost shared services and design centers
 - Achieved our profitability plan and exceeded our cash flow plan in the Asia-Pacific region despite 10 lost working days in mainland China
- Substantial stimulus and stabilization funding in our largest international markets creates additional opportunities that are well suited for our leading capabilities

Cash Generation Highlights

REAFFIRMED FY'20 FREE CASH FLOW⁸ GUIDANCE:

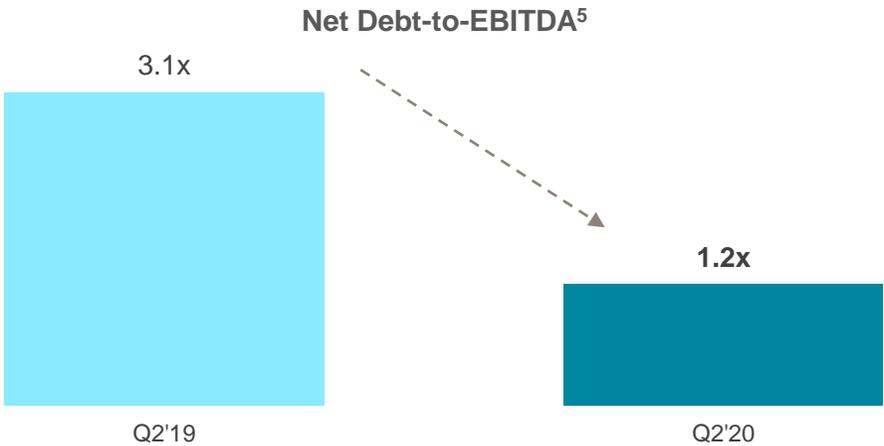
\$100M – \$300M

CONFIDENT IN CONTINUED STRONG CASH FLOW:

- ✓ Consistent track record of achieving our cash flow goals for the past several years
- ✓ Continue to expect unlevered free cash flow conversion of 75%+ of EBITDA on a normalized basis, reflecting strong underlying cash generative nature of the business

- Underlying cash generation was consistent with expectations and we remain confident in achieving our full year guidance
- Second quarter cash flow was impacted by a few items previously contemplated in our guidance:
 - Ended receivable sales program associated with the MS business upon close of the sale
 - Incurred cash restructuring costs of approximately \$40 million
- Cash flow was also impacted by a \$130 million timing-related working capital item associated with the sale of the MS business
 - This impact is expected to be recovered in the third quarter through a favorable net working capital purchase price adjustment
 - Since this impact is timing-related only, our guidance includes this collection, which is expected in the third quarter and will be reported in investing cash flow for SEC reporting purposes

Capital Allocation and Balance Sheet Transformation Update



Repaid All Secured Debt

\$1.3B

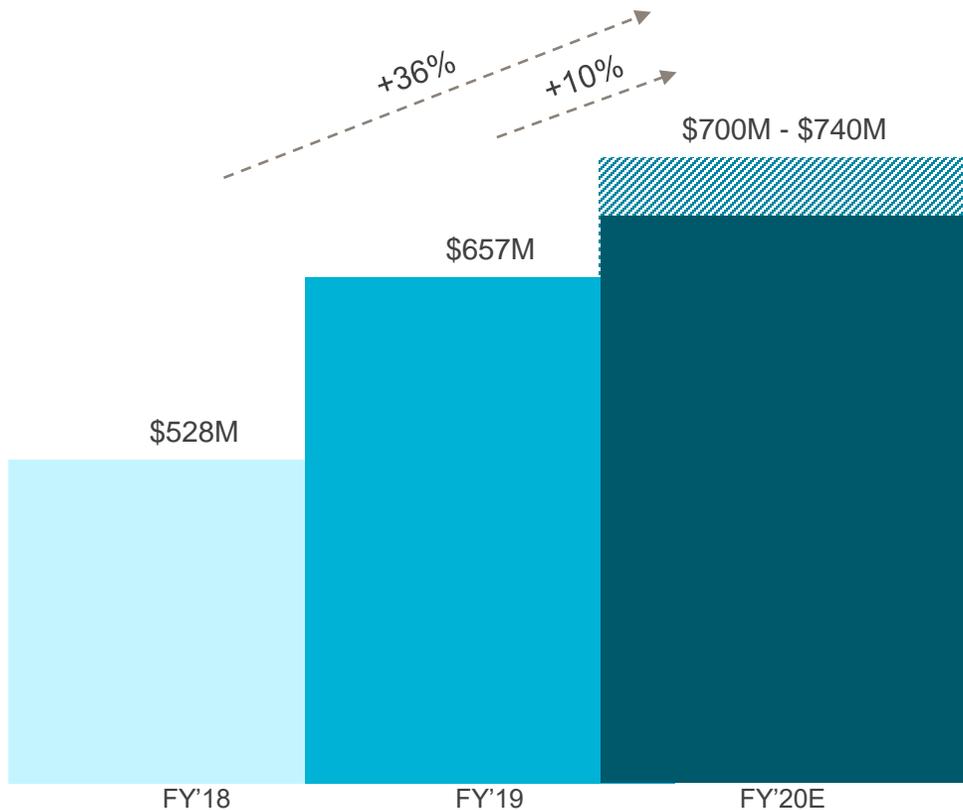
Remaining Stock Repurchase Authorization

\$760M

- Completed the sale of the Management Services business in January, which has enabled a transformation of our balance sheet and capital structure
 - Repaid all of our secured debt
 - Ended the second quarter with a record cash balance
 - Net leverage⁵ of 1.2x, down substantially over the prior year
 - Undrawn \$1.35 billion revolving credit facility, providing ample levels of liquidity
- Capital allocation priorities:
 - Reaffirm our long-term net leverage target of 2.0 – 2.5x
 - Maintain sufficient excess liquidity to execute through periods of uncertainty
 - Long-term priority on returning substantially all available excess capital to stockholders

Strong Fiscal 2020 Outlook

Adjusted EBITDA¹



- Updated fiscal 2020 guidance includes continued expectation for double-digit adjusted EBITDA¹ growth at the mid-point of our range
 - Guidance includes an expected \$15 million headwind from foreign exchange
 - Quickly implemented mitigation actions and began substantial scenario planning and analysis related to COVID-19, which underpins our confidence in our updated outlook
 - In addition, our record backlog position, strong performance in April and opportunities presented by global stimulus and stabilization funding support our growth expectations
 - Guidance assumes economic activity bottoms in the fiscal third quarter and that there are no material project delays or deferrals in the fourth quarter

Appendix

Footnotes

¹ Excludes the impact of non-operating items, such as non-core operating losses and transaction-related expenses, restructuring costs and other items. See Regulation G Information for a complete reconciliation of Non-GAAP measures.

² Reflects segment operating performance, excluding AECOM Capital.

³ On a constant-currency basis.

⁴ Book-to-burn ratio is defined as the amount of wins divided by revenue recognized during the period, including revenue related to work performed in unconsolidated joint ventures.

⁵ Net debt-to-EBITDA, or net leverage, is comprised of EBITDA as defined in the Company's credit agreement dated October 17, 2014, as amended, which excludes stock-based compensation, and net debt as defined as total debt on the Company's financial statements, net of total cash and cash equivalents.

⁶ Revenue, net of subcontractor and other direct costs.

⁷ Organic growth is year-over-year at constant currency and reflects revenue associated with continuing operations. Results expressed in constant currency are presented excluding the impact from changes in currency exchange rates.

⁸ Free cash flow is defined as cash flow from operations less capital expenditures net of proceeds from disposals.

AECOM: The World's Premier Infrastructure 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 firm

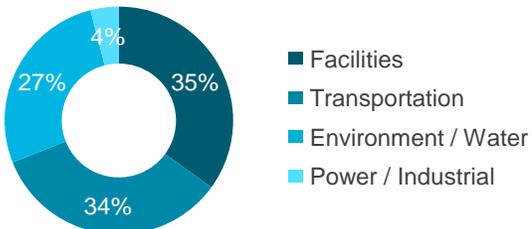
6 Fortune World's Most Admired 6 years in a row

AECOM

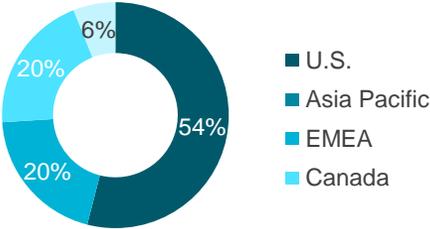


As a Professional Services Business, AECOM Is Poised to Thrive

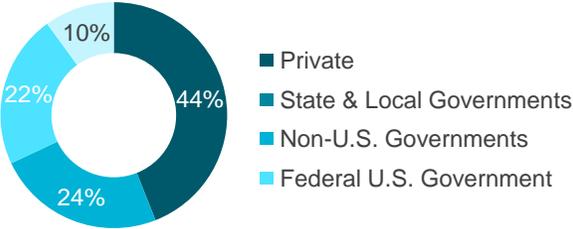
Attractive Exposure to Key End Markets



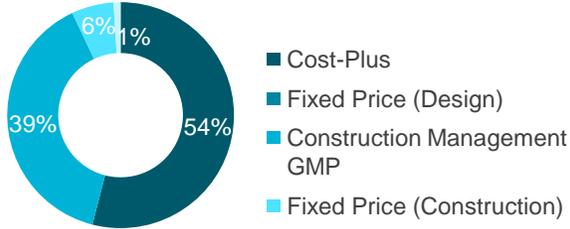
Balanced Geographic Exposure



Diverse Funding Sources



Lower-Risk Professional Services Business



All numbers are presented as a percentage of TTM NSR (as of Q2'20)

- ✓ **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

Regulation G Information

Reconciliation of Revenue to Revenue, Net of Subcontractor and Other Direct Costs (NSR)

| | Three Months Ended | | Six Months Ended | |
|--|--------------------|-------------------|-------------------|-------------------|
| | Mar 31, 2019 | Mar 31, 2020 | Mar 31, 2019 | Mar 31, 2020 |
| Americas | | | | |
| Revenue | \$ 2,576.5 | \$ 2,475.7 | \$ 5,136.9 | \$ 4,927.7 |
| Less: Subcontractor and other direct costs | 1,636.0 | 1,542.5 | 3,321.4 | 3,089.0 |
| Revenue, net of subcontractor and other direct costs | <u>\$ 940.5</u> | <u>\$ 933.2</u> | <u>\$ 1,815.5</u> | <u>\$ 1,838.7</u> |
| International | | | | |
| Revenue | \$ 834.6 | \$ 769.5 | \$ 1,626.6 | \$ 1,552.6 |
| Less: Subcontractor and other direct costs | 180.3 | 143.2 | 335.3 | 292.6 |
| Revenue, net of subcontractor and other direct costs | <u>\$ 654.3</u> | <u>\$ 626.3</u> | <u>\$ 1,291.3</u> | <u>\$ 1,260.0</u> |
| Segment Performance (excludes ACAP) | | | | |
| Revenue | \$ 3,411.1 | \$ 3,245.2 | \$ 6,763.5 | \$ 6,480.3 |
| Less: Subcontractor and other direct costs | 1,816.3 | 1,685.7 | 3,656.7 | 3,381.6 |
| Revenue, net of subcontractor and other direct costs | <u>\$ 1,594.8</u> | <u>\$ 1,559.5</u> | <u>\$ 3,106.8</u> | <u>\$ 3,098.7</u> |
| Consolidated | | | | |
| Revenue | \$ 3,412.6 | \$ 3,245.7 | \$ 6,768.9 | \$ 6,481.3 |
| Less: Subcontractor and other direct costs | 1,816.3 | 1,685.7 | 3,656.7 | 3,381.6 |
| Revenue, net of subcontractor and other direct costs | <u>\$ 1,596.3</u> | <u>\$ 1,560.0</u> | <u>\$ 3,112.2</u> | <u>\$ 3,099.7</u> |

Three Months Ended

| Mar 31, 2019 | Dec 31, 2019 | Mar 31, 2020 |
|--------------|--------------|--------------|
|--------------|--------------|--------------|

Reconciliation of Segment Income from Operations to Adjusted Income from Operations

| | | | |
|--|-----------------|-----------------|-----------------|
| Americas Segment: | | | |
| Income from operations | \$ 128.5 | \$ 145.9 | \$ 141.0 |
| Non-core operating losses & transaction related expenses | (1.2) | - | - |
| Amortization of intangible assets | 4.8 | 4.7 | 4.8 |
| Adjusted income from operations | <u>\$ 132.1</u> | <u>\$ 150.6</u> | <u>\$ 145.8</u> |
| International Segment: | | | |
| Income from operations | \$ 21.7 | \$ 28.7 | \$ 35.8 |
| Non-core operating losses & transaction related expenses | - | (0.1) | - |
| Amortization of intangible assets | 1.6 | 1.4 | 1.4 |
| Adjusted income from operations | <u>\$ 23.3</u> | <u>\$ 30.0</u> | <u>\$ 37.2</u> |
| Segment Performance (excludes ACAP): | | | |
| Income from operations | \$ 150.2 | \$ 174.6 | \$ 176.8 |
| Non-core operating losses & transaction related expenses | (1.2) | (0.1) | - |
| Amortization of intangible assets | 6.4 | 6.1 | 6.2 |
| Adjusted income from operations | <u>\$ 155.4</u> | <u>\$ 180.6</u> | <u>\$ 183.0</u> |

Regulation G Information

| | Three Months Ended | | | Six Months Ended | |
|---|--------------------|-----------------|-----------------|------------------|-----------------|
| | Mar 31, 2019 | Dec 31, 2019 | Mar 31, 2020 | Mar 31, 2019 | Mar 31, 2020 |
| Reconciliation of Net Income Attributable to AECOM to EBITDA to Adjusted EBITDA and to Adjusted Income from Operations | | | | | |
| Net income attributable to AECOM | \$ 51.4 | \$ 30.9 | \$ 48.5 | \$ 83.4 | \$ 79.4 |
| Income tax expense (benefit) | 12.2 | 15.9 | 21.6 | (30.3) | 37.5 |
| Income attributable to AECOM | 63.6 | 46.8 | 70.1 | 53.1 | 116.9 |
| Depreciation and amortization expense | 43.3 | 41.1 | 48.7 | 83.3 | 89.8 |
| Interest income ¹ | (2.9) | (3.4) | (3.6) | (5.1) | (7.0) |
| Interest expense ² | 41.3 | 40.3 | 37.1 | 80.7 | 77.4 |
| Amortized bank fees included in interest expense | (2.4) | (2.0) | (1.3) | (4.8) | (3.3) |
| EBITDA | \$ 142.9 | \$ 122.8 | \$ 151.0 | \$ 207.2 | \$ 273.8 |
| Non-core operating losses & transaction related expenses | (1.2) | 5.6 | - | 8.2 | 5.6 |
| Restructuring costs | 15.9 | 45.0 | 31.2 | 79.2 | 76.2 |
| Adjusted EBITDA | \$ 157.6 | \$ 173.4 | \$ 182.2 | \$ 294.6 | \$ 355.6 |
| Other income | (3.8) | (4.0) | (2.4) | (6.8) | (6.4) |
| Depreciation ³ | (34.7) | (33.1) | (30.0) | (66.1) | (63.1) |
| Interest income ¹ | 2.9 | 3.4 | 3.6 | 5.1 | 7.0 |
| Noncontrolling interests in income of consolidated subsidiaries, net of tax | 7.0 | 4.1 | 5.3 | 12.0 | 9.4 |
| Amortization of intangible assets included in NCI, net of tax | 0.2 | - | 0.1 | 0.2 | 0.1 |
| Adjusted income from operations | \$ 129.2 | \$ 143.8 | \$ 158.8 | \$ 239.0 | \$ 302.6 |

¹ Included in other income; ² Excludes related amortization; ³ Excludes depreciation from non-core operating losses, and accelerated depreciation of project management tool;

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