

# Sustainability at AECOM

August 2023

## Hawaii Recovery Efforts

AECOM recognizes the severity of the devastating wildfires and has a long and proud history of delivering for clients and communities across Hawaii. To aid in the recovery, AECOM has launched a \$100,000 global employee match program in addition to a corporate donation through its AECOM relief campaign in collaboration with the American Red Cross.

Delivering a better world

---

# 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, risk profile and investment strategies, and 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; limited control over operations that 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; potential high leverage and inability to service our debt and guarantees; ability to continue payment of dividends; exposure to political and economic risks in different countries, including tariffs; currency exchange rate and interest 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 expected benefits and costs of the sale of our Management Services and self-perform at-risk civil infrastructure, power construction and oil and gas construction businesses, including the risk that any contingent purchase price adjustments from those transactions could be unfavorable and result in lower aggregate cash proceeds and any future proceeds owed to us under those transactions could be lower than we expect; 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, 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 and adjusted EPS to exclude the impact of certain items, such as amortization expense and taxes to aid investors in better understanding our core performance results. We use free cash flow to present the cash generated from operations after capital expenditures to maintain our business. We present net service revenue (NSR) to exclude pass-through subcontractor costs from revenue to provide investors with a better understanding of our operational performance. We present 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 release. The Company is unable to reconcile its non-GAAP financial guidance and long-term financial targets due to uncertainties in these non-operating items as well as other adjustments to net income. The Company is unable to provide a reconciliation of its guidance for NSR to GAAP revenue because it is unable to predict with reasonable certainty its pass-through revenue.



TROY RUDD  
Chief Executive Officer

**EVERY** day our people come to work developing solutions to deliver on our clients' objectives and visions for a better world. In each element of our business, we take seriously the obligation as a strong corporate citizen to better our society and the communities we serve.

**AS** we bring together one global design organization, we are better connecting the sustainability and resilience expertise that we have established in so many parts of our business. We are leaders in this space and are capitalizing on our strengths to gain market share by helping our clients achieve their ambitions. ”

LARA POLONI  
President



---

# Sustainability and Resilience Are a Priority for Our Clients and Our Company

- ✓ As the world's leading infrastructure firm, we are ideally positioned to deliver for our clients' sustainability and resilience initiatives
  - AECOM is the **largest global environment engineering firm as ranked by ENR, a leader in several key water and water-related markets, is a leader in green buildings and green design, and is advancing next generation transportation and renewable energy infrastructure**
  - Through our strategy focused on expanding our advisory and program management capabilities, we are positioned to more holistically advise on our clients' programs as they increase in size and complexity
- ✓ Sustainability and resilience are at the heart of value creation across all stakeholder groups and in nearly every market we serve
  - Our clients are expanding investments to **address critical sustainability** including **achieving net carbon zero and enhancing resiliency** and economic issues like **quality of life, social impact and safety**
  - These challenges are complex and require multiple decades to resolve, which plays to our strengths as our clients' trusted advisor on sustainable infrastructure needs

***AECOM IS A KEY ENABLER OF OUR CLIENTS ACHIEVING THEIR SUSTAINABILITY AMBITIONS***

# Our Sustainable Legacies Strategy



**Embed sustainable development and resilience across our work**



**Improve social outcomes**



**Achieve net-zero carbon emissions**



**Enhance governance**

## OUR TARGETS

- ✓ Advancing ScopeX to design out at least 50% of carbon on major projects
- ✓ Increase the depth and breadth of our ESG and Sustainability services each year
- ✓ Embed net zero, resilience and social value targets into our client account management program and the work we bid for
- ✓ Measure key ESG impacts through our operations and projects

- ✓ Ensure women comprise at least 20% of senior leadership roles and at least 35% of the overall workforce in the near term
- ✓ Achieve regionally-specific near- and long-term diversity goals
- ✓ Make strategic investments that positively impact clients, communities and society
- ✓ Ensure our project teams reflect the diversity of the clients and communities we serve

- ✓ Ensure we remain operationally net-zero
- ✓ Reach science-based net-zero by 2040, including a 90% reduction in total emissions
- ✓ Implement a 50% reduction in business travel
- ✓ Partner with our supply chain to develop their own carbon reduction targets
- ✓ Participate and advise on nature-based solution projects

- ✓ Leverage our enterprise framework to continually assess ESG risk in potential projects
- ✓ Drive accountability through ongoing specific ESG goals / metrics in leadership annual goals and employee-wide required training programs
- ✓ Report on ESG performance in line with the SASB and TCFD frameworks

## OUR PROGRESS

- ✓ Leveraging Sustainable Legacies to create competitive advantages to win key pursuits
- ✓ Growing our ESG advisory practice at a double-digit pace and added senior hires in nature-based solutions and energy transition
- ✓ Driving substantial engagement with internal ScopeX™ portal to aggregate project-specific case studies and decarbonization data
- ✓ Leading Sustainable Markets Initiative taskforce on ESG measurement and transparency

- ✓ Progressing on our near-term gender diversity targets; now exceed senior leadership diversity target with continued diversity gains across the company
- ✓ Implemented FY'23 diversity-specific KPIs and associated near- and long-term targets in each region within our business
- ✓ Launched up to \$200,000 donation campaign to support Maui recovery efforts, including employee matched donations

- ✓ Set net zero emissions targets approved by SBTi, among the first companies globally
- ✓ Completed internal audit of carbon emissions reporting and processes to identify opportunities for further operational emission reductions
- ✓ Achieved operational net zero for FY'22 and already positioned to maintain operational net zero for the next several years
- ✓ Implemented quarterly ESG dashboards for each region, including regional travel emissions reduction goals

- ✓ Awarded Terra Carta Seal by SMI
- ✓ Incorporated ESG-related KPIs in CEO and executive officer compensation aligned with sustainability-linked financing amendment
- ✓ Implemented ESG risk frame to ensure work aligns with our Sustainable Legacies strategy and ensures alignment with climate science
- ✓ Achieved 100% training compliance in FY'23, including completion of ESG training program; developing further enhanced ESG training curriculum for FY'24 program

# Our ScopeX™ Process

**ScopeX™ is a process developed by AECOM to reduce carbon through design. It considers embodied and operational carbon across the entire project life cycle.**

The ScopeX™ approach considers materials, site locations, logistics and construction methods to reduce and eliminate the impact the projects we create have on the natural environment. We minimize energy use, optimize sources of renewable power and, where feasible, we work with and enhance natural habitats to eliminate carbon emissions.

We believe that ScopeX™ will be our biggest contribution to help end the climate emergency. Decarbonizing the built environment and supporting our clients to achieve their net zero agendas, we're striving to improve the cities and communities we serve, delivering a better world.

**We have committed to incorporating an ESG action plan for reducing carbon impact by at least 50% on major projects.**

## RAIL INFRASTRUCTURE ALLIANCE PROJECT



Served as the lead designer for Rail Project Victoria's Metro Tunnel project to ease congestion in Melbourne's City Loop. AECOM's design team collaborated to exceed the client's target of reducing carbon through the use of recycled materials while redesigning the supporting bridge structure.

## LOW CARBON LOGISTICS CENTER



Created a new design template for low carbon logistic centers that can be applied to potentially thousands of future sites. AECOM leveraged its digital expertise to create a model for removing embodied and operational carbon for tomorrow's logistics centers.

# Best Positioned to Advance Our Clients' Sustainability & Resilience Priorities

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

Sustainability and Resilience are 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.



Source: 2022/2023 ENR Rankings, reflecting global revenue.

#1

Transportation Design Firm  
 Environmental Consulting Firm  
 Facilities Design Firm  
 Environmental Engineering Firm  
 Environmental Science Firm  
 Green Design Firm  
 Chemical Remediation  
 Mass Transit  
 Airports  
 Highways  
 Dams and Reservoirs

#2

Environmental Firm  
 Water Treatment Lines and Aqueducts  
 Wastewater Treatment Plants  
 Hazardous Waste  
 Education

#3

Water Design Firm  
 Marine and Ports  
 Sewer and Waste  
 Water Treatment and Desalination  
 Clean Air Compliance  
 Site Assessment and Compliance  
 Water Supply

#4

Program Management  
 Wind Power

#6

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 and safe drinking water
- ✓ Strengthening the resiliency of our communities to adapt to climate change

**WE ARE DELIVERING A BETTER WORLD IN PARTNERSHIP WITH OUR CLIENTS**

# Advising and Delivering for Our Clients Throughout the Project Lifecycle

*As the size and scope of our clients' biggest challenges increase, AECOM brings unrivaled global expertise to support our clients through the lifecycle of their capital investments.*



## ADVISING ON THE FUTURE OF INFRASTRUCTURE AND BUILDING A BETTER WORLD

- Engaging with our clients earlier to better advise on their objectives and help to shape their programs
- Developing long-range strategic plans for our public and private sector clients to address a multi-decade transformation in their portfolios and advance sustainability and resilience agendas

## PROGRAM MANAGEMENT

- Our program management leadership is built around our multi-disciplinary expertise and builds on our advisory relationships
- We expect to deliver substantial growth as we prioritize engaging earlier and longer with our clients as they advance their investment priorities

## 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, program management, and scientific capabilities provide critical complements to these services and significantly distinguishes us from our peers*

## UKRAINE RECONSTRUCTION



Serving as the reconstruction delivery partner to best position the country to achieve its long-term recovery ambitions. The reconstruction will transform the lives of all Ukrainians and serve as a model for innovation in infrastructure.

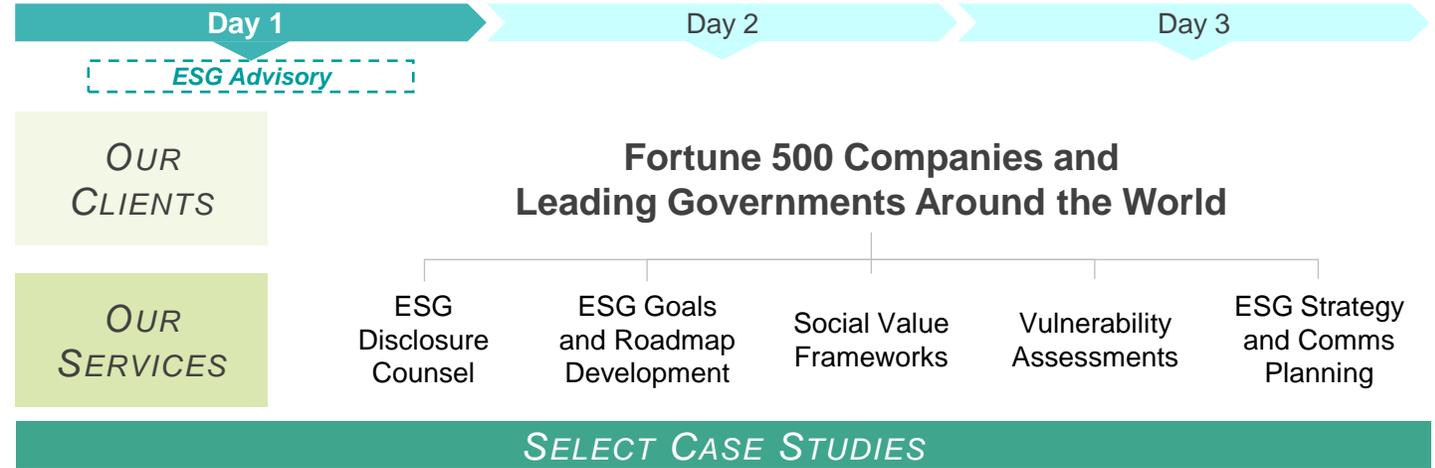
## CALIFORNIA HIGH-SPEED RAIL



Delivering program management services for the nation's first electrified high-speed rail line that will connect cities across California with frequent train service exceeding 200 miles per hour. The system will dramatically reduce travel times and be a new conduit for sustainable mobility nationwide.

# Holistically Advising Our Clients

- Our deep sustainability and core technical expertise is creating competitive advantages in advising leading companies and governments on their growing sustainability ambitions.
- We holistically counsel our clients throughout their sustainability journeys, including all facets of the environmental, social and governance pillars within ESG.
- With the strength of our services and our existing client relationships, we have a competitive advantage over other management consulting peers that have attempted to provide these services.
- Our ESG advisory capabilities complement our broader program management and advisory services, which are positioning us to engage earlier and more comprehensively with clients.



## Network Rail



Advising the organization responsible for more than 20,000 miles of track and 2,500 stations on its strategy for achieving science-based net zero by 2050

## Biodiversity Net Gain (BNG)



Advising on a multi-faceted BNG approach that's designed to help clients navigate the swiftly changing landscape of regulations and best practices to achieve tangible biodiversity net gains

## Carbon Capture Station



Leading the only two CCS Development Consent Order applications accepted for examination to date for projects to meet the UK's net zero ambitions – Keadby 3 and Net Zero Teesside

# Broadening Our Engagements through Program Management

- AECOM has long been a leader in Program Management.
- Our key competitive advantages include our ability to combine our program management capabilities with our industry-leading technical expertise, our ability to execute globally and our strong client relationships in key markets and geographies.
- By elevating the importance of Program Management within our strategy, we see the opportunity to gain market share and expand our addressable market.
- We are prioritizing business development investment and resources to support the growth of Program Management.
- We have prioritized meeting clients' increasing sustainability- and resilience-related services with our program management capabilities.



*Program Management*

- *Our program management leadership is built around our multi-disciplinary expertise and builds on our advisory relationships, which distinguishes us from our peers*
- *We expect to deliver substantial growth as we prioritize engaging earlier and longer with our clients as they advance their investment priorities*

## SELECT CASE STUDIES



### San Diego Gas & Electric

- Providing program management for SDG&E's Strategic Undergrounding Program that aims to reduce wildfire risk and improve electric safety and reliability during extreme weather conditions by burying power lines in key locations.



### AIUIa

- Delivering program management services for the \$15-billion Phase 1 development that incorporates social, economic and sustainability projects with a focus on infrastructure, hospitality, arts and culture, and social and community development.



### FEMA RiskMap

- We are combining our industry-leading water and program management capabilities to support FEMA's National Flood Insurance Program and improve community resilience by reducing flood risks in historically underserved and disadvantaged areas faced with severe threats from natural disasters.

# Designing and Executing Our Clients' Sustainability Projects

- As the number one ranked transportation design firm, facilities design firm, environmental science and engineering firm and number three water design firm by ENR, we are ideally suited to deliver on our clients' projects through to the execution and design stage of a project.
- We bring an established resume of executing on sustainability- and resilience-specific projects, including in new energy, environment, water, sports and other facilities.
- By engaging with clients earlier, we have a competitive advantage in designing and executing the world's most complex sustainable infrastructure needs

Day 1

Day 2

Day 3

*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*

## SELECT CASE STUDIES



### Shell Hydrogen Stations

- Partnering with Shell to advance the transition to next-gen energy sources, including the development of their first hydrogen fuel station in the Netherlands.



### Intuit Dome

- Serving as lead designer and part of the construction management joint venture of Intuit Dome, future home of the LA Clippers that is designed to operate 100% carbon-free from day one and be the only sports arena in the world built with 100% embodied carbon concrete.

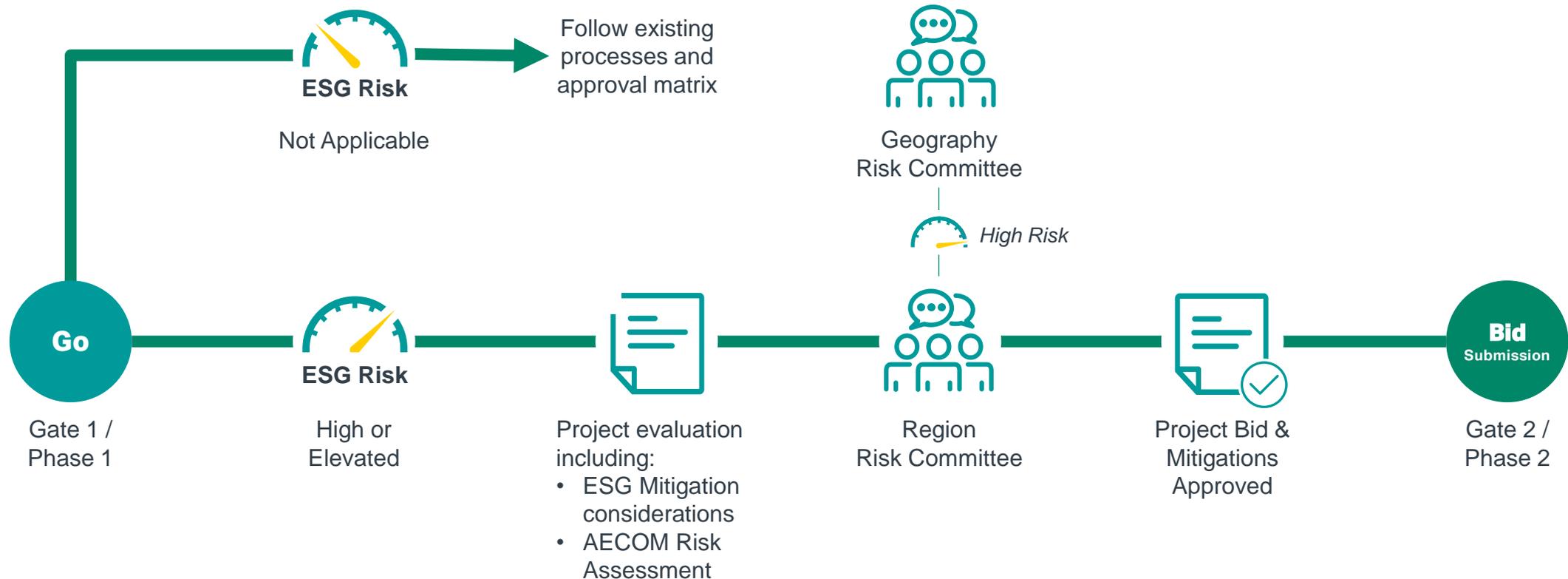


### Lower Manhattan

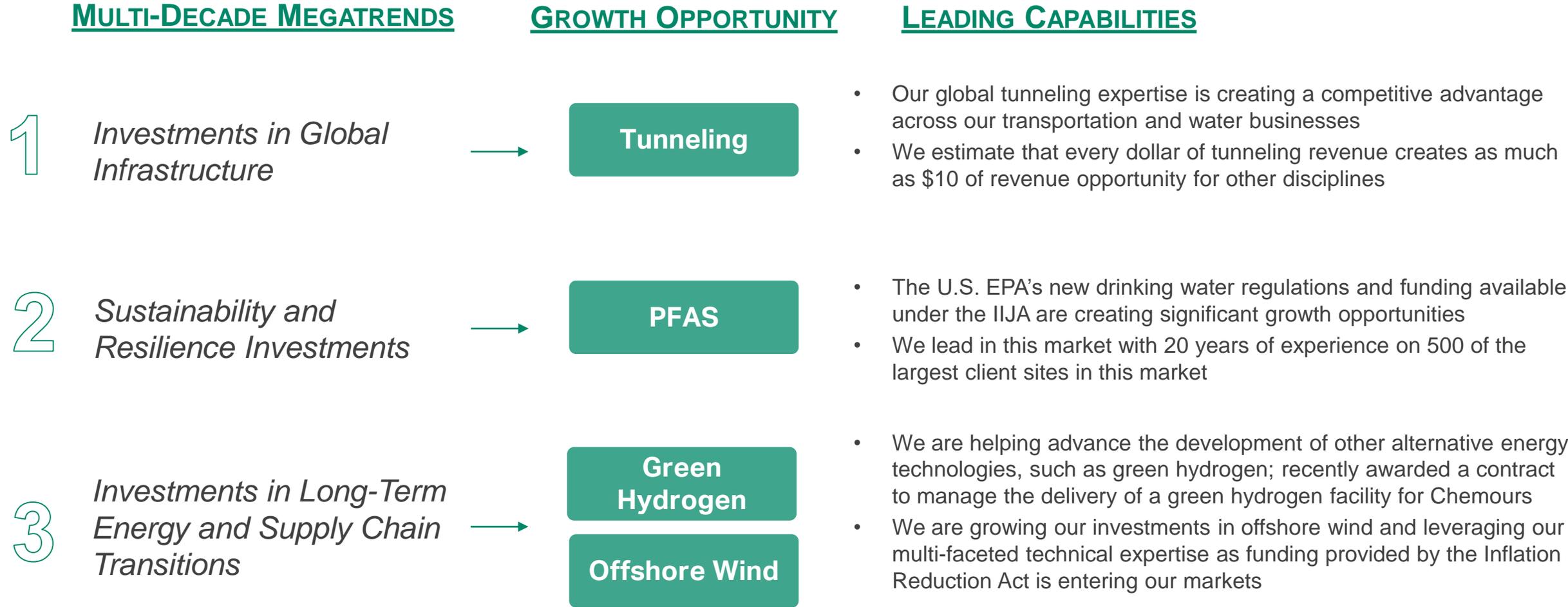
- Leading a multi-disciplinary climate and disaster resiliency effort in Lower Manhattan to protect the shoreline for generations to come.

# ESG Project Risk Assessment Framework

- ✓ All pursuits run through our ESG Risk Frame
- ✓ A group of AECOM ESG Risk Advisors are assigned for each business line and geography to support Capture Managers and Risk Committees through the process
- ✓ Employee-wide ESG-specific training is required annually



# Secular Megatrends are Converging to Create a Multi-Decade Growth Cycle



**OUR TECHNICAL EXPERTISE PLACES US IN A LEADING POSITION TO CAPITALIZE ON LONG-TERM GROWTH**

# Investing Our Capital to Enable Our People to Deliver Best-in-Class Solutions

## Investing in Innovation

*We are leveraging our leading scale and investments in technology to invest in innovation and bring advanced solutions to the market.*

- ✓ [DE-FLUORO™](#), our patent-pending PFAS destruction technology
- ✓ [PlanEngage™](#), our interactive online platform improves the planning stakeholder engagement process, driving cost-effective project decisions
- ✓ [PlanSpend™ Fund Navigator](#), our AI-powered platform is helping our clients meet rigorous IJJA grant requirements and secure funding
- ✓ [PipeInsights™](#), our platform augments CCTV inspections using advanced machine learning algorithms to provide automated defect detections and recommend decisions
- ✓ [Our innovative approach to waste management](#), an intuitive digital interface to help reduce construction and demolition waste

## Addressing Growing Sustainability Priorities

*These services and capabilities are ideally suited to address our clients' growing demands to address sustainability and resilience-related concerns and challenges.*

- ✓ Next Generation Energy Solutions – Working with leading energy clients to advance the development of electrification, hydrogen fuel cell, offshore wind and solar infrastructure
- ✓ Decarbonization, Climate Action Strategies and Transition to Net Zero Carbon Operations – Helping public clients and corporations develop their pathways to achieve ambitious climate targets
- ✓ Environmental Remediation – Cleaning and repairing our environment
- ✓ Disaster Resilience, Recovery and Response – Ensuring our infrastructure is prepared to overcome an increasingly volatile climate and helping to restore environments in the aftermath of a disaster
- ✓ Carbon Capture and Storage – Advancing leading-edge solutions to climate change

# Sustainability by Business: Transportation

## Advancing Next Generation Transportation Networks



Of TTM NSR<sup>1</sup>  
(as of Q3'23)

#1

Transportation  
Design Firm

#1

Mass Transit

- We have industry-leading global transportation capabilities and scale as the largest transportation design firm as ranked by ENR
- We partner closely with our public and private sector transportation clients as they shift to developing more sustainable transportation models
  - We are developing a plan for the statewide deployment of EV charging stations for the [Arizona Department of Transportation](#)
- Our offering includes the development of more sustainable facilities and energy master plans for some of the largest transportation hubs and networks in the world
  - For the [San Diego International Airport](#), we developed an energy master plan that contributed to a more than 66% reduction in greenhouse gas emissions
  - We are advising on [Network Rail's](#) environmental strategy in the U.K. to achieve its net zero target by 2050
  - We are helping to deliver [California High-Speed Rail](#), a first-of-its-kind high-speed rail system that will be 100% powered by renewable energy
  - We are developing a long-term environmental plan to achieve the ambitious resilience, emissions and environmental goals for the [Toronto Pearson International Airport](#)

# Sustainability by Business: Facilities

*Leading the Development of Green Buildings Around the World*

BUSINESS PROFILE



Of TTM NSR<sup>1</sup>  
(as of Q3'23)

#1

*Green Building  
Design Firm*

#1

*Facilities  
Design Firm*

- Our clients are increasingly demanding and requiring more sustainable outcomes
- For instance, a minimum LEED Silver certification is now required for new construction projects in New York (Local Law 86) and laws have been enacted in the U.K. and Canada to achieve net zero targets by 2050
  - We are the leading construction management firm in New York and our buildings design business is our largest in the U.K. market, positioning us to capitalize on this trend
  - We are well positioned to address Canada’s increasing demand for green buildings and are designing a LEED-certified [wastewater treatment plant](#) in Vancouver
- Our Construction Management business brings a leading resume of work that includes the first [LEED Platinum certified commercial office tower](#) in the country and the [first LEED Platinum certified professional sports stadium](#)
  - This experience includes the benefit of our long-standing subcontractor and vendor relationships that allow us to best advise our clients on how to execute their visions at the best possible price and on the best possible schedule
- We have also advised our U.S. government clients on more than \$400 million of Energy Savings Performance Contracts (ESPC) over the past several years

Source: 2022/2023 ENR Rankings, reflecting global revenue.

# Sustainability by Business: Environment & Water

*Contributing a Cleaner and Safer Environment*

BUSINESS PROFILE



Of TTM NSR<sup>1</sup>  
(as of Q3'23)

#1

Environment Firm  
Environmental Consulting  
Firm

#1

Chemical Remediation  
Firm

#3

Water Design Firm

- As the largest environment firm and largest chemical remediation firm as ranked by ENR, we bring an industry-leading resume to our global water and environmental projects
  - We are delivering environmental remediation services for the [Faro Mine Remediation Project](#), one of the most complex abandoned mine clean-up projects in Canada, that also builds on our experience with other substantial mining remediation projects in the country
  - We are serving the [U.S. Navy](#) to address key environmental and restoration challenges in both the Atlantic and Pacific regions
  - We are designing Wisconsin's first [PFAS treatment facility](#) to provide safe drinking water
- We are also developing proprietary technologies to extend our market leading position
  - This includes patent-pending technologies to combat toxic pollutants, such as [DE-FLUORO™](#) that destroys PFAS on site
  - We have launched our [PlanEngage™](#) platform, that improves communication and stakeholder engagement, on Microsoft's Azure marketplace
  - We are accelerating water inspections and enhancing defect detection through our [PipeInsights™](#) product

Source: 2022/2023 ENR Rankings, reflecting global revenue.

# Sustainability by Business: New Energy

*Partnering with Leading Companies to Design Next Generation Energy Infrastructure*



*Of TTM NSR<sup>1</sup>  
(as of Q3'23)*

#4

*Wind Power Firm*

1st

*Designing Some of the  
First Hydrogen Fuel Stations*

- We are exclusively focused on advancing our clients' targets around clean energy infrastructure
- We are advancing the development and implementation of next generation energy sources, such as electrification, hydrogen fuel cells, solar and wind infrastructure
  - Through our partnerships with leading energy companies, such as [Shell](#), we are building some of the first hydrogen refueling stations across several countries
  - Through planning, design and consulting services, we are helping deliver [Net Zero Teesside Power](#), the first decarbonized industrial cluster in the U.K.
  - We are supporting [San Diego Gas & Electric](#) to reduce wildfire risk and improve electric safety during extreme weather conditions by burying power lines in key locations
  - We completed environmental assessments for Canada's largest [First Nation](#) wind partnership that will generate clean energy for 100,000 homes each year
- We are enhancing electric vehicle charging infrastructure to support significantly increasing demand for electric vehicles
- We are also designing more energy-efficient [data centers](#) as global technology companies increasingly demand more data throughout at increasingly more efficient targets

Source: 2022/2023 ENR Rankings, reflecting global revenue.

# Appendix

---

# Footnotes

<sup>1</sup> Revenue, less pass-through revenue; growth rates are presented on a constant-currency basis.

<sup>2</sup> Reflects segment operating performance, excluding AECOM Capital.

# AECOM: The World's Trusted Infrastructure Consulting Firm

We deliver professional services throughout the project lifecycle – from advisory, planning, 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.

50K professionals

#1

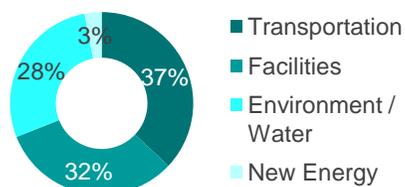
ranked transportation & facilities design firm, and environmental engineering & science firm

9 yrs Fortune World's Most Admired 9 years in a row, including #1 in our industry for a third consecutive year in 2023

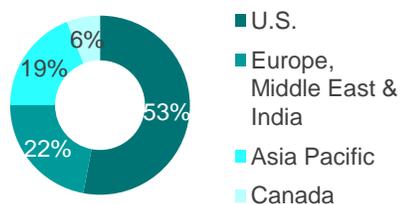


# As a Professional Services Business, AECOM Is Poised to Thrive

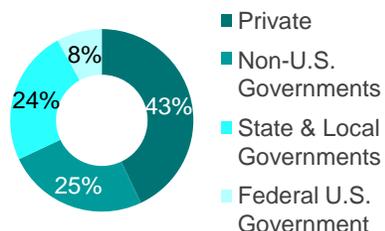
## Attractive Exposure to Key End Markets



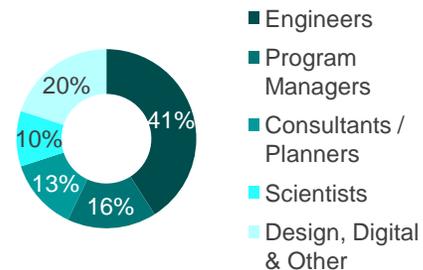
## Balanced Geographic Exposure



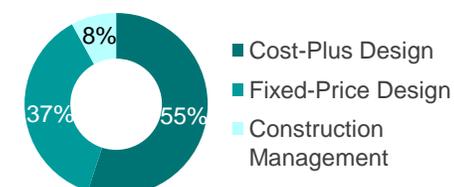
## Diverse Funding Sources



## Deep Technical Expertise



## Lower-Risk Business Model



- ✓ **Focused** on our core higher-returning and lower-risk businesses
- ✓ **Leader** in key transportation, water and environment markets and ideally positioned to advise clients on their sustainable and resilience priorities
- ✓ **Strengthened** financial profile with transformed balance sheet and returning capital to shareholders
- ✓ **Capitalizing** on market leading positions, substantial backlog and ongoing continuous improvement initiatives to drive long-term profitable growth

All financial information is presented as a percentage of TTM Segment<sup>2</sup> NSR<sup>1</sup> (as of Q3'23).

# Helping Our Clients Achieve Their Sustainability & Infrastructure Goals

## COP28 SUMMIT

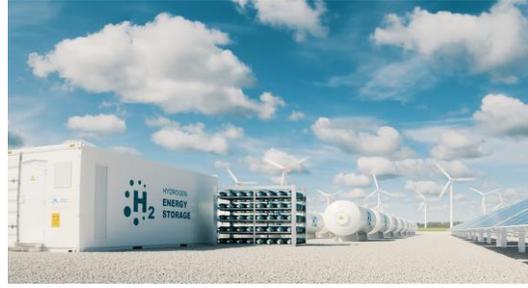
DCS – ENVIRONMENT



*Advising on delivering a carbon-neutral world summit with COP28, the leading forum uniting the world on the most ambitious solutions of our time*

## CHEMOURS FACILITY

DCS – ENERGY & ENVIRONMENT



*Overseeing the delivery of Chemours green hydrogen production facility in France, supporting global decarbonization efforts and the clean energy transition*

## LONDON POWER TUNNELS

DCS – TRANSPORTATION



*Delivered innovative solutions to help deliver the world's largest continuous pour of climate-friendly concrete, saving an estimated 82 tons of CO2*

## UKRAINE RECONSTRUCTION

DCS – ENVIRONMENT



*Providing program management and technical advisory support to help Ukraine achieve its long-term reconstruction goals*

## ATTENTIVE ENERGY OFFSHORE WIND

DCS – ENERGY & ENVIRONMENT



*Leading the development of one of the world's largest proposed offshore wind developments, that will deliver power to approximately one million homes*

## U.S. ARMY CORPS OF ENGINEERS

DCS – WATER & ENVIRONMENT



*Providing architectural and engineering services to help mitigate flood risks and restore aquatic ecosystems, funded by the IJA*

## SEATAC INTERNATIONAL AIRPORT

DCS – TRANSPORTATION



*Leading the renovation and modernization of the S Concourse Evolution, an existing 50-year-old seven-level, 350,000-square-foot space*

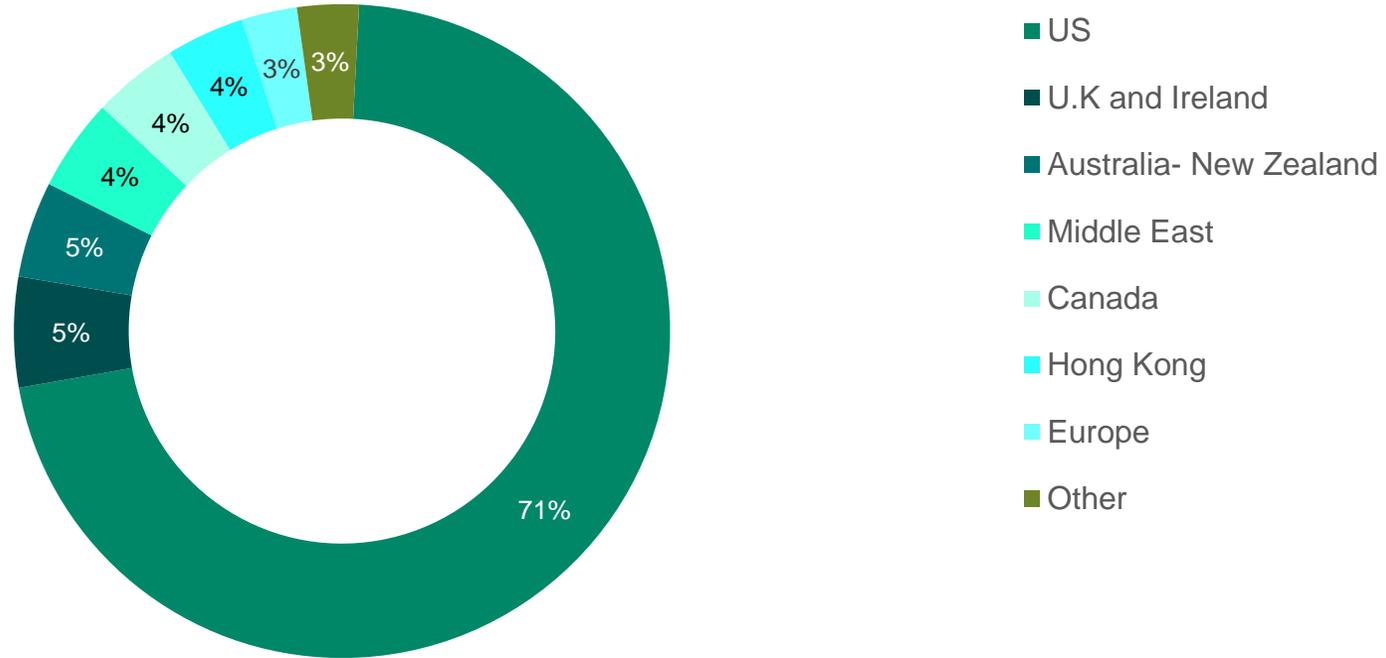
## BRENT SPENCE BRIDGE CORRIDOR

DCS – TRANSPORTATION



*Providing design and engineering leadership for the renovation of the landmark bridge that will improve traffic flow and safety*

# AECOM Segment Revenue by Geography



*% of TTM Segment Gross Revenue (as of Q3'23)*

***WE HAVE EXITED 30+ COUNTRIES AND ARE FOCUSED ON OUR LOWEST-RISK AND STRONGEST GROWTH MARKETS***

# Our Culture Embraces ESG and Delivering a Better World

## ENVIRONMENT

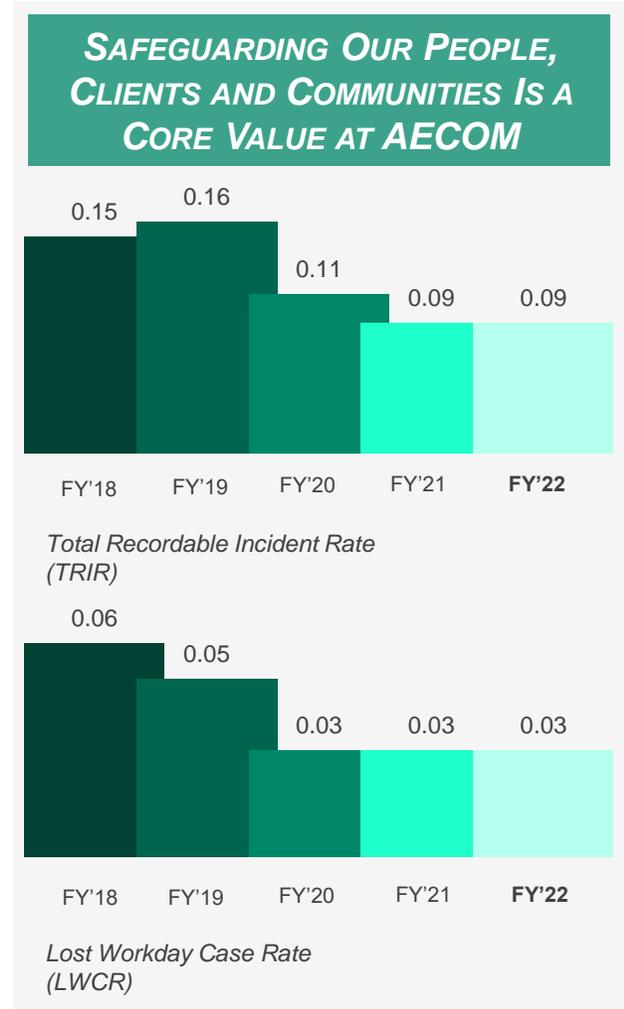
- Affirmed emissions reduction goals that include a commitment to maintain our operational net zero status annually and to achieve Science-Based net zero by 2040
  - AECOM is the first U.S.-based company in its sector to have set such targets
- Achieved a 61% reduction in our Scope 1 and 2 emissions and an 8% reduction in supply chain emissions in FY'22 (vs. FY'18), putting us ahead of schedule on our targets
- Advancing our *Workplace of the Future* initiative to enable greater work flexibility and further reduce our real estate portfolio and professional travel

## SOCIAL

- Improved the diversity of our workforce with women now exceeding our near-term leadership diversity target of 20%
- Launched *Thrive with AECOM*, our equity, diversity and inclusion strategy (ED&I) to focus on our commitment to reaching our ED&I goals
- Continue to safeguard our people with a best-in-class Lost Workday Case Rate of 0.03 with a Total Recordable Incident Rate of 0.09 in our Professional Services business in FY'22

## GOVERNANCE

- CEO and executive leadership compensation plan incorporates ESG KPIs – including advancement of diversity objectives and achievement of high external ESG ratings
- Implemented ESG risk framework to ensure work aligns with our Sustainable Legacies strategy and are updating post COP26 to ensure full alignment with climate science
- Completed amendment to our credit facilities in FY'21, which included pricing incentives and penalties based on the achievement of certain sustainability- and diversity-linked objectives



**AECOM** Delivering a  
better world