AECOM DELIVERING A BETTER WORLD.

Fourth Quarter Fiscal 2026



Irish Rail Multi-Disciplinary Consultancy Framework Ireland

AECOM was selected to Irish Rail's new Multi-Disciplinary Consultancy Framework, establishing a long-term relationship to support the development and delivery of rail infrastructure projects across Ireland.

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 that relate to our future revenues, expenditures and business trends; future reduction of our self-perform at-risk construction exposure; future accounting estimates; future contractual performance obligations; future conversions of backlog; future capital allocation priorities, including common stock repurchases, future trade receivables, future debt pay downs; future tax benefits and expenses, and the impact of future tax laws; future legal claims and insurance coverage; future costs savings; and other future economic and industry conditions. 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; government shutdowns; changes in administration or other funding directives and circumstances that cause governmental agencies to modify, curtail or terminate our contracts; government contracts are subject to audits and adjustments of contractual terms; long-term government contracts are subject to uncertainties related to government contract appropriations; losses under fixed-price contracts; our ability to successfully and timely perform our contractual obligations and to recover claims for additional contract costs; potential liquidated damages under our contracts; limited control over operations run through our joint venture entities; liability for misconduct by our employees or consultants; changes in government laws, regulations and policies, including 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; our capital allocation strategy, including our ability to continue payment of dividends and repurchase stock; exposure to political and economic risks in different countries, including tariffs and trade policies, geopolitical events, and conflicts; inflation, currency exchange rates and interest rate fluctuations; changes in capital markets and stock market volatility; retaining and recruiting key technical and management personnel; legal claims and litigation; inadequate insurance coverage; environmental law compliance and inadequate nuclear indemnification; unexpected adjustments and cancellations related to our backlog; partners and third parties who may fail to satisfy their legal obligations; managing pension costs; AECOM Capital’s real estate development; cybersecurity issues, IT outages and data privacy; risks associated with the 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 purchase adjustments from those transactions could be unfavorable and any future proceeds owed to us as part of the transactions could be lower than we expect; risks associated with our strategic initiatives, including AI investments and potential acquisitions and divestitures; 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 EBITDA margin, adjusted net/operating income, segment adjusted operating margin, 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 operating income, adjusted net income, adjusted EBITDA, adjusted EBITDA margin, 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 segment adjusted operating margin to reflect segment operating performance of our Americas and International segments, excluding AECOM Capital. We present adjusted tax rate to reflect the tax rate on adjusted earnings. We also use constant-currency growth rates where appropriate, which are calculated by conforming the current period results to the comparable period exchange rates.

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. The Company is unable to reconcile certain of 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.

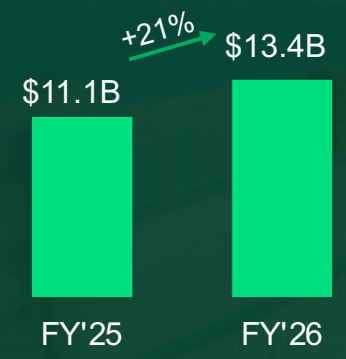
Fourth Quarter & Fiscal 2026 Financial Highlights

Our fourth quarter results – including record backlog and margins – strengthen our confidence that our strategy and investments are delivering results.

Full Year Fiscal 2026

$13.4B

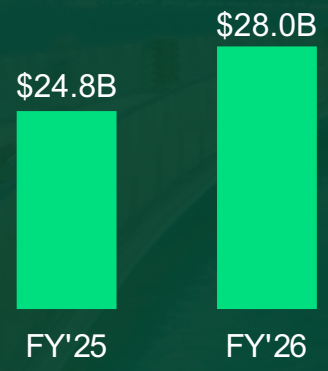
Record full year wins driven by growing competitive advantage



Total Wins (billions)

+13%

Backlog[1] growth from record full year wins



Total Backlog[1] (billions)

1.3x

Enterprise book-to-burn ratio[2]



Book-to-Burn[2]

Fourth Quarter Fiscal 2026

19.2% (+170bps)
Adj.[3] EBITDA Margin[4]
New fourth quarter record

+20%
Adj.[3] EPS Growth

+9%
Adj.[3] EBITDA[5] Growth

$2.9B
Total Fourth Quarter Wins
Resulted in 1.1x book-to-burn[2]

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Construction Management Projects Update

Two Construction Management projects discussed last quarter are performing consistent with expectations.

- Phase one of one project is substantially complete, as expected.
- The second project is expected to be delivered near the end of the second fiscal quarter, as previously communicated.
- Continue to expect approximately $500 million of cash use during fiscal 2027 on these two projects, consistent with expectations shared last quarter.
- Expect to recover a substantial portion of claims pursued through dispute resolution process.
- We have changed leadership and substantively tightened our risk controls since 2020.
- As a result, this project would not clear our risk hurdles today; we no longer pursue design-build P3 projects in the Construction Management business, and there are no other projects in our backlog with similar risk exposures.

The CM business is positioned for accelerating growth in the second half of fiscal 2027 and in fiscal 2028 – built on a 25% increase in backlog[1] during the year, with several key projects ramping up as fiscal 2027 progresses.

Construction Management business trends provide for confidence in long-term performance:

+25%

Construction Management backlog[1] growth

1.8x

Construction Management book-to-burn[2] ratio

+20%

Construction Management pipeline growth

Record Full Year Wins & Backlog Position AECOM for Long-term Growth

Global mega trends continue to support long-term growth opportunities across our markets

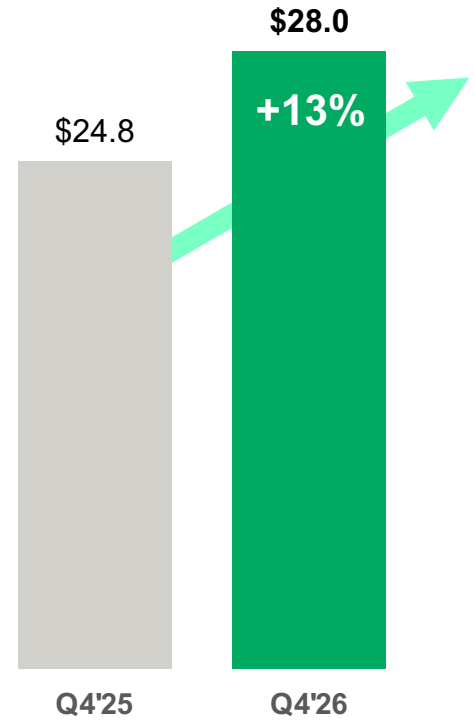






U.S.	• Strong support for infrastructure following midterms cycle; U.S. voters approved billions in state and local transportation ballot measures • Congress is expected to progress next bipartisan 5-year Surface Transportation Reauthorization; <50% IIJA funding spent
Canada	• Delivered double digit NSR[6] growth in fiscal 2026, after adjusting for the impact of fewer workdays • 2026 Federal Budget includes strong commitment to long-term infrastructure investment
U.K. & Europe	• Energy and water remain strong growth drivers, driven by Great Grid project and AMP 8 • Energy NSR[6] grew 50% in our International markets in Q4, driven by growth in the U.K.
Middle East & Africa	• Returned to growth in Q4 despite ongoing military conflict and near-term uncertainties • Backlog[1] growth of nearly 25% demonstrates strong long-term demand
Australia / New Zealand	• Delivered more than 25% backlog[1] growth in fiscal 2026 • Strong water and defense investment provides for large, durable programs aligned with our competitive advantages

Record backlog and pipeline provide strong visibility



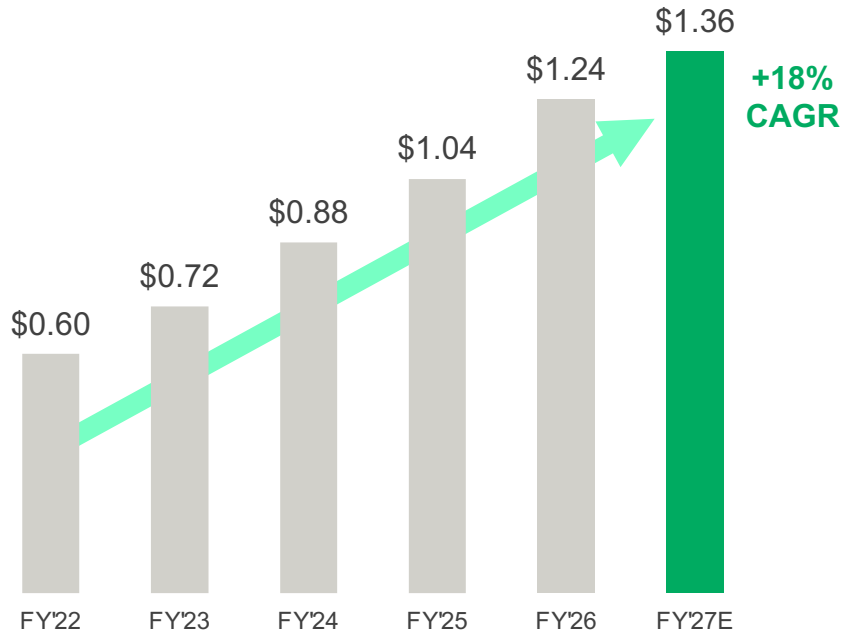
Backlog[1] in billions

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Cash Flow and Capital Allocation Update – Increased Dividend by 10%

We have a strong balance sheet and healthy underlying cash flow.

- Operating cash flow of $366 million contributed to free cash flow[7] of $274 million in the fourth quarter, resulting in full year free cash flow of $344 million, which was ahead of prior guidance.
  - Expect to deliver on long-term 100% free cash flow conversion once the impacts from the Construction Management projects subside.
- The Board of Directors approved a 10% increase to the Company's quarterly dividend to $0.34 per share.
  - Per share dividend has grown at an 18% CAGR since its initiation; Delivering on commitment to increase the value of per share dividend by a double-digit percentage annually.
- Strong balance sheet with net leverage[8] of 1.3x. No near-term debt maturities; cost certainty on the majority of our debt.
- Returns-based capital allocation discipline remains a priority, which in the near-term will be prioritized towards organic growth investments and quarterly dividend program.



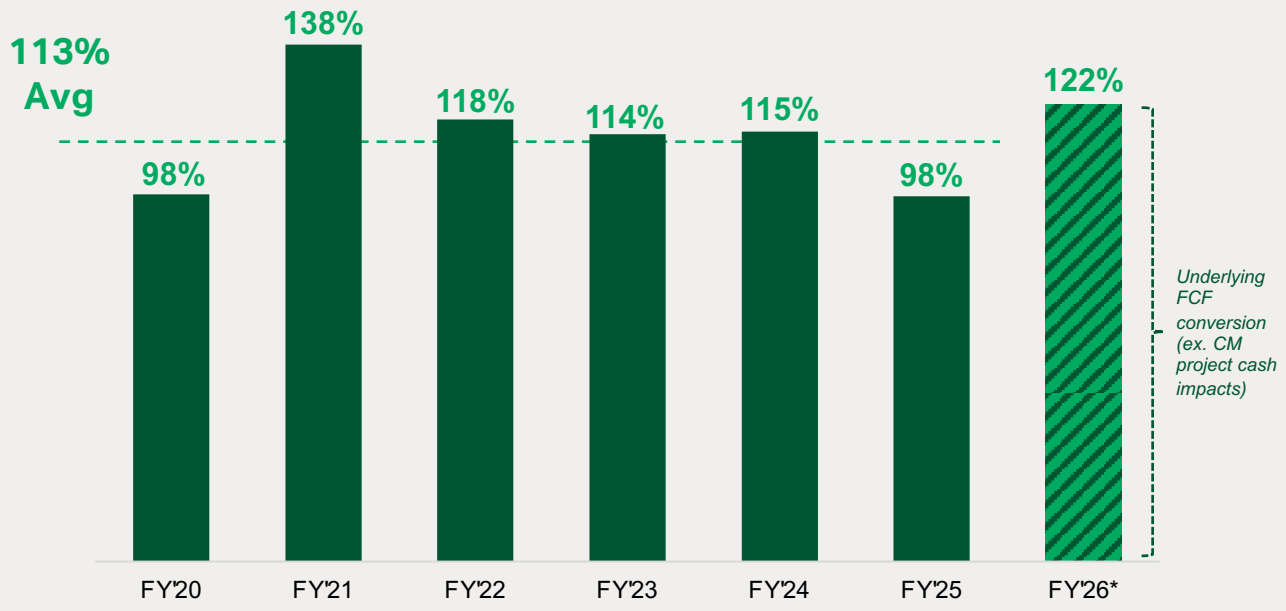
Annual Dividend per Share Payment

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Our Highly Cash Generative Business

- We expect to continue to deliver at least 100% adjusted[3] net income[9] to free cash flow[7] conversion over the long term.
- Our culture and incentives are aligned with converting our earnings to cash flow at an industry leading rate.
- We also benefit from a highly variable cost structure, as well as our high quality, public sector and blue-chip private sector client base
- This cash flow enables strong investments in organic growth and our ability to continue to execute our returns-based capital allocation policy

Historical Adjusted Net Income[9] to Free Cash Flow[7] Conversion



Excluding approximately $600 million of cash used on the Construction Management projects, our fiscal 2026 free cash flow[7] conversion was significantly above our 100%+ target.

*Calculated based on adjusted net income excluding the Construction Management project charge.

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FY’27 Financial Guidance

- Guidance contemplates the benefits from record backlog and pipeline, strong end market trends, and expected margin expansion to a new all-time high.
- In addition, the Company continues to expect to achieve a 20% segment adjusted operating margin exiting fiscal 2028 as part of its long-term financial framework for delivering consistent growth and value creation.
- Other assumptions incorporated into as reported guidance:
  - Free cash flow[7]: ~$300 million
    - 100% underlying FCF conversion
    - Includes ~$500 million cash burn related to two CM projects
  - Average fully diluted share count: ~130 million
  - Adj.[3] effective tax rate: ~22%
  - Adj[3] net interest expense: ~$170 million
  - G&A expense: ~$160 million

	FY’27 Guidance
Adj.[3] EBITDA[5]	*$1,350 - $1,390 million*
Adj.[3] EPS	*$6.15 - $6.35*
Net Service Revenue[6] Growth *(ex. CM project charge in FY’26)*	*4% – 6%*
Segment Adj.[3] Op. Margin[10]	*17.6%*
Adj.[3] EBITDA Margin[4]	*17.6%*

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Performance Update

Q4’26 & FY’26 Financial Performance by Segment

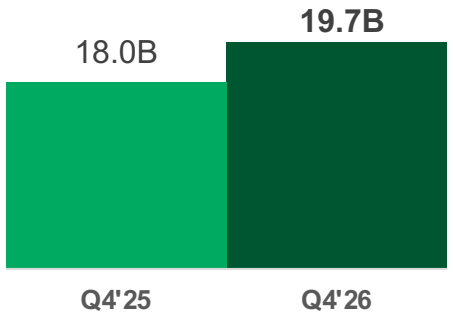
Americas Segment

Growth: NSR[6] increased 1% in Q4, which included a 6% increase in Americas design NSR, and increased 3% for the full year after adjusting for fewer working days.

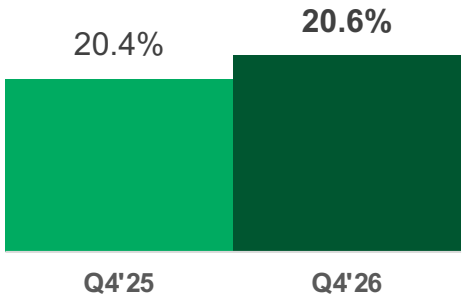
Profitability: Adj.[3] operating margin[10] was 20.6% in Q4 and 13.3% for the full year.

Wins: Backlog[1] grew 10% year-over-year to a new record high, driven by a 1.2x book-to-burn ratio[2].

Backlog[1]



Adj.[3] Operating Margin[10]



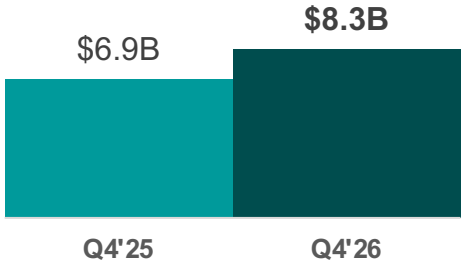
International Segment

Growth: NSR[6] increased 5% in Q4 and increased 1% for the full year after adjusting for fewer working days.

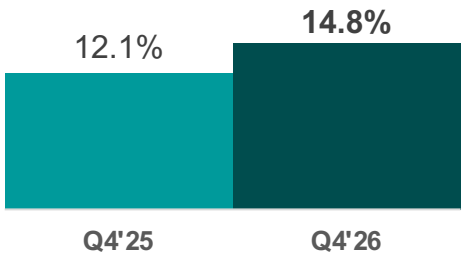
Profitability: Adj.[3] operating margin[10] was 14.8% in Q4, a new quarterly record, and 12.8% for the full year.

Wins: Backlog[1] grew 21% year-over-year and remains near a record high, driven by a 1.4x book-to-burn ratio[2] for the year.

Backlog[1]



Adj.[3] Operating Margin[10]



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Historical Backlog and Book-to-Burn Performance

	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25	Q4'25	Q1'26	Q2'26	Q3'26	Q4'26
Enterprise Book-to-Burn[2]	1.0x	1.1x	1.1x	1.1x	1.0x	1.1x	1.5x	1.1x	1.6x	1.1x
Enterprise TTM Book-to-Burn[2]	1.1x	1.1x	1.1x	1.1x	1.1x	1.2x	1.2x	1.3x	1.3x	
International	$6.0	$6.4	$6.4	$6.5	$6.6	$6.9	$7.9	$8.1	$8.5	$8.3
Americas	$17.4	$17.4	$17.5	$17.8	$18.0	$18.0	$18.0	$18.1	$19.3	$19.7
Total	$23.4	$23.9	$23.9	$24.3	$24.6	$24.8	$26.0	$26.2	$27.8	$28.0
Americas Book-to-Burn	1.1x	1.0x	1.1x	1.2x	1.0x	1.0x	1.0x	1.0x	1.8x	1.2x
International Book-to-Burn	0.7x	1.2x	1.2x	1.1x	1.0x	1.3x	2.3x	1.2x	1.4x	0.8x

Margin Reconciliation Bridge

(in millions)	Q4'26	FY'26
Net Service Revenue (NSR)	$1,920	$7,329
Segment AOI	$350	$959
Adjusted EBITDA	$358	$949
NCI net of NCI Interest Income	$11	$41
Adj. EBITDA Incl. NCI	$369	$990
Segment AOI Margin	**18.2%**	**13.1%**
Adj. EBITDA Incl. NCI / NSR Margin	**19.2%**	**13.5%**

Appendix

AECOM at a Glance

We are the trusted global infrastructure leader.

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

Our Competitive Advantages:

- ✓ Unrivaled technical excellence and infrastructure domain expertise
- ✓ Trusted client relationships
- ✓ Substantial capacity to invest



#1

Ranked #1 in each of our end markets across transportation, water, environment and facilities

51K

Of the industry's best technical experts

$28.0B

Record backlog driven by 13% backlog growth and record wins in fiscal 2026

40%+

Expected return on incremental invested capital

19%

Adjusted EPS CAGR from FY'20 through FY'26
(excluding impact of CM charge)

$3.6B

Approximately $3.6 billion of capital returned to shareholders since Sept 2020

A Durable Moat and Widening Competitive Advantages

Each of our competitive advantages is valuable on its own; together, they create an enduring, industry-leading platform that forms a durable moat

Deep domain expertise

Ability to deliver complex infrastructure assets at scale - built on decades of leadership and #1 rankings in each of our key end markets

Deep Client Relationships

We have long-standing and trusted client relationships, influence outcomes over the full lifecycle, and deliver some of the most complex and iconic projects around the world

Unrivaled technical leadership

51k skilled professionals with deep sector and technical knowledge

Financial strength

Substantial balance sheet strength and insurance/bonding capacity

Scale

Ability to invest in and collaborate to innovate and deploy solutions at global scale

Culture of innovation

Relentlessly innovating to increase our value to clients

We are investing to scale the strengths of our competitive advantages and deliver more value to clients and shareholders

AECOM

Delivering Long-Term Value Creation

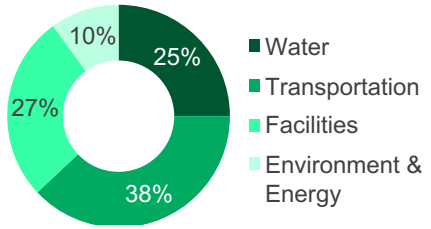
AECOM's Key Value Drivers

- **Ranked number one in each of our end markets across transportation, water, environment and facilities**, built on our unrivaled domain and technical expertise, as well as trusted client relationships
- **A culture built on winning** and competitive advantage that has resulted in record pipeline, win rates and backlog
- **Strong underlying profitability**, driven by our ongoing investments to accelerate growth and operating leverage
- **Disciplined returns-based capital allocation**, enabled by our track record of consistently strong free cash flow conversion

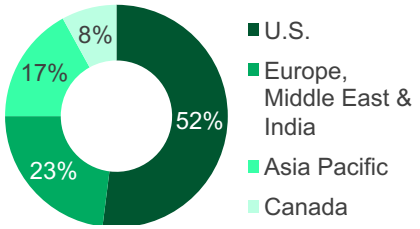
(Growth rates reflect FY'26 results excluding the Construction Management project charge, where appropriate)	FY'26 – FY'29 Targets
Organic NSR[6] Growth CAGR	**+5 – 8%**
Segment Adj.[3] Operating[10] / Adj. EBITDA Margin[4]	**20%+** *(Exit rate by FY'28)*
Adj.[3] EPS and Free Cash Flow[7] per Share Growth CAGR	**15%+** *(does not include prospective capital allocation benefits, excludes Constr. Mgmt. project charge)*
Free Cash Flow Conversion[7]	**100%+** *(Cumulative FY'26-FY'29)*
Annual Per Share Dividend Growth	**Double-Digit Increases**

As a Professional Services Business, AECOM Is Poised to Thrive

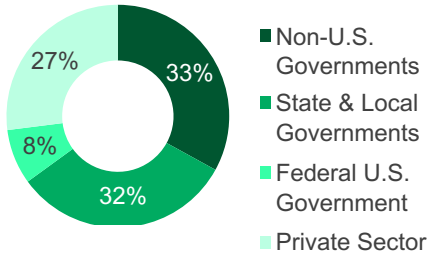
Attractive Exposure to Key End Markets



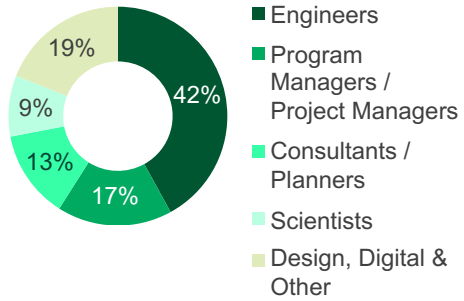
Balanced Geographic Exposure



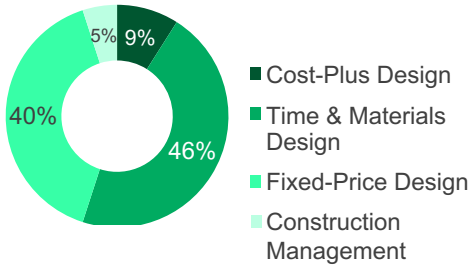
Diverse Funding Sources



Deep Technical Expertise



Lower-Risk Business Model



- ***Focused*** on our core higher-returning and lower-risk businesses
- ***Leader*** in all key end markets and ideally positioned to advise clients across the lifecycle of their investments through expanding Advisory and Program Management capabilities
- ***Strengthened*** balance sheet and returning capital to shareholders
- ***Capitalizing*** on market leading positions, record backlog and ongoing continuous improvement initiatives to drive long-term profitable growth

All financial information is presented as a percentage of FY'26 Net Service Revenue[6] ex. the impact of the CM project charge in Q3'26

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Footnotes

[1] Backlog represents the total value of work for which AECOM has been selected that is expected to be completed by consolidated subsidiaries and includes the proportionate share of work expected to be performed by unconsolidated joint ventures.

[2] Book-to-burn ratio is defined as the dollar amount of wins divided by revenue recognized during the period, including revenue related to work performed in unconsolidated joint ventures and excludes the impact of the Construction Management charge.

[3] Excludes the impact of certain items, such as restructuring costs, amortization of intangible assets, non-core AECOM Capital and other items. See Regulation G Information for a reconciliation of non-GAAP measures to the comparable GAAP measures.

[4] Adjusted EBITDA margin includes non-controlling interests in EBITDA and is on a net service revenue basis.

[5] Net income before interest expense, tax expense, depreciation and amortization.

[6] Revenue, less pass-through revenue; growth rates are presented on a constant-currency basis, unless otherwise noted.

[7] Free cash flow is defined as cash flow from operations less capital expenditures, net of proceeds from disposals of property and equipment; free cash flow conversion is defined as free cash flow divided by adjusted net income attributable to AECOM.

[8] Net leverage is comprised of EBITDA as defined in the Company's credit agreement dated October 17, 2014, as amended, and total debt on the Company's financial statements, net of total cash and cash equivalents.

[9] Inclusive of non-controlling interest deduction and adjusted for financing charges in interest expense, the amortization of intangible assets and is based on continuing operations.

[10] Reflects segment operating performance, excluding AECOM Capital and G&A, and margins are presented on a net service revenue basis.

[11] Peers consist of Jacobs, Tetra Tech, Stantec and WSP, as of current quarter performance.

Regulation G Information

(in millions, except per share data)

	Three Months Ended			Twelve Months Ended	
	Sep 30, 2026	Jun 30, 2026	Sep 30, 2025	Sep 30, 2026	Sep 30, 2025
Reconciliation of Net Income (Loss) Attributable to AECOM from Continuing Operations to Adjusted Net Income (Loss) Attributable to AECOM from Continuing Operations					
Net income (loss) attributable to AECOM from continuing operations	$ 128.1	$ (83.9)	$ 132.1	$ 368.8	$ 638.3
Noncore AECOM Capital loss, net of NCI	0.2	1.1	2.0	4.0	9.0
Fair value adjustment	5.8	(2.8)	(9.6)	(10.8)	(3.5)
Restructuring and acquisition costs	85.4	12.1	59.4	139.0	59.4
Amortization of intangible assets	14.0	13.9	0.4	57.9	2.2
Financing charges in interest expense	1.6	1.4	13.5	7.9	17.3
Tax effect of the above adjustments[1]	(24.2)	(5.6)	(16.0)	(43.8)	(21.0)
Adjusted net income (loss) attributable to AECOM from continuing operations	$ 210.9	$ (63.8)	$ 181.8	$ 523.0	$ 701.7

[1] Adjusts the income taxes during the period to exclude the impact on our effective tax rate of the pre-tax adjustments shown above

Reconciliation of Net Income (Loss) Attributable to AECOM from Continuing Operations per Diluted Share to Adjusted Net Income (Loss) Attributable to AECOM from Continuing Operations per Diluted Share					
Net income (loss) attributable to AECOM from continuing operations per diluted share	$ 0.99	$ (0.65)	$ 0.99	$ 2.84	$ 4.79
Per diluted share adjustments:					
Noncore AECOM Capital loss, net of NCI	—	0.01	0.01	0.03	0.07
Fair value adjustment	0.04	(0.02)	(0.07)	(0.08)	(0.03)
Restructuring and acquisition costs	0.66	0.09	0.45	1.07	0.45
Amortization of intangible assets	0.11	0.10	—	0.45	0.02
Financing charges in interest expense	0.01	0.01	0.10	0.06	0.13
Tax effect of the above adjustments[1]	(0.18)	(0.04)	(0.12)	(0.34)	(0.17)
Adjusted net income (loss) attributable to AECOM from continuing operations per diluted share	$ 1.63	$ (0.50)	$ 1.36	$ 4.03	$ 5.26
Weighted average shares outstanding – basic	128.7	128.6	132.3	129.2	132.4
Weighted average shares outstanding – diluted	129.2	128.6	133.4	129.9	133.3

[1] Adjusts the income taxes during the period to exclude the impact on our effective tax rate of the pre-tax adjustments shown above.

Reconciliation of Net Income (Loss) Attributable to AECOM from Continuing Operations to Adjusted EBITDA					
Net income (loss) attributable to AECOM from continuing operations	$ 128.1	$ (83.9)	$ 132.1	$ 368.8	$ 638.3
Income tax expense (benefit)	45.5	(26.6)	58.3	84.8	204.0
Depreciation and amortization	56.4	55.9	47.5	223.8	175.8
Interest income, net of NCI	(10.6)	(11.0)	(16.4)	(46.9)	(58.1)
Interest expense	48.3	47.7	58.9	191.8	184.3
Amortized bank fees included in interest expense	(1.6)	(1.3)	(3.5)	(7.8)	(7.4)
Noncore AECOM Capital loss, net of NCI	0.2	1.1	2.0	4.0	9.0
Fair value adjustment included in other income	6.4	(2.2)	(9.6)	(8.7)	(2.7)
Restructuring and acquisition costs	85.4	12.1	59.4	139.0	59.4
Adjusted EBITDA	$ 358.1	$ (8.2)	$ 328.7	$ 948.8	$ 1,202.6

FY2027 GAAP EPS Guidance based on Adjusted EPS Guidance

(All figures approximate. Includes Construction Management)	Fiscal Year End 202
GAAP EPS guidance	$5.65 to $5.90
Adjusted EPS excludes:	
Amortization of intangible assets	$0.35
Amortization of deferred financing fees	$0.05
Restructuring and acquisition costs	$0.23 to $0.15
Tax effect of the above items	($0.13) to ($0.11
Adjusted EPS guidance	$6.15 to $6.35

FY2027 GAAP Net Income from Continuing Operations Guidance based on Adjusted EBITDA Guidance

(In millions. All figures approximate. Includes Construction Management)	Fiscal Year End 202
GAAP net income from continuing operations guidance	$784 to $817
Net income attributable to noncontrolling interest from continuing operations	($50)
Net income attributable to AECOM from continuing operations	$735 to $768
Adjusted net income attributable to AECOM from continuing operations excludes:	
Amortization of intangible assets	$46
Amortization of deferred financing fees	$6
Restructuring and acquisition costs	$30 to $20
Tax effect of the above items	($17) to ($14)
Adjusted net income attributable to AECOM from continuing operations	$800 to $826
Adjusted EBITDA excludes:	
Depreciation	$165
Adjusted interest expense, net	$167 to $172
Tax expense, including tax effect of above items	$218 to $227
Adjusted EBITDA guidance	$1,350 to $1,390

FY2027 GAAP Interest Expense Guidance based on Adjusted Interest Expense Guidance

(In millions. All figures approximate. Includes Construction Management)	Fiscal Year End 202
GAAP interest expense guidance	$209 to $214
Finance charges in interest expense	($6)
Interest income, net of NCI	($36)
Adjusted net interest expense guidance	$167 to $172

FY2027 GAAP Income Tax Guidance based on Adjusted Income Tax Guidance

(In millions. All figures approximate. Includes Construction Management)	Fiscal Year End 202
GAAP income tax expense guidance	$201 to $213
Tax effect of adjusting items	$17 to $14
Adjusted income tax expense guidance	$218 to $227

Note: Variances in tables are due to rounding.

AECOM

Regulation G Information
(in millions)

Reconciliation of Revenue to Net Service Revenue (NSR)

	Three Months Ended			Twelve Months Ended	
	Sep 30, 2026	Jun 30, 2026	Sep 30, 2025	Sep 30, 2026	Sep 30, 2025
Americas					
Revenue	$ 2,950.9	$ 2,632.7	$ 3,240.0	$ 11,472.5	$12,525.9
Less: Pass-through revenue	1,805.8	1,824.3	2,042.3	7,210.0	7,973.7
Net service revenue	$ 1,145.1	$ 808.4	$ 1,197.7	$ 4,262.5	$ 4,552.2
International					
Revenue	$ 927.5	$ 953.1	$ 935.2	$ 3,623.7	$ 3,613.2
Less: Pass-through revenue	152.4	152.6	166.2	557.8	593.1
Net service revenue	$ 775.1	$ 800.5	$ 769.0	$ 3,065.9	$ 3,020.1
Segment Performance (excludes ACAP)					
Revenue	$ 3,878.4	$ 3,585.8	$ 4,175.2	$ 15,096.2	$16,139.1
Less: Pass-through revenue	1,958.2	1,976.9	2,208.5	7,767.8	8,566.8
Net service revenue	$ 1,920.2	$ 1,608.9	$ 1,966.7	$ 7,328.4	$ 7,572.3
Consolidated					
Revenue	$ 3,878.4	$ 3,586.0	$ 4,175.3	$ 15,096.4	$16,139.6
Less: Pass-through revenue	1,958.2	1,976.9	2,208.5	7,767.8	8,566.8
Net service revenue	$ 1,920.2	$ 1,609.1	$ 1,966.8	$ 7,328.6	$ 7,572.8

Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow

	Three Months Ended			Twelve Months Ended	
	Sep 30, 2026	Jun 30, 2026	Sep 30, 2025	Sep 30, 2026	Sep 30, 2025
Net cash provided by operating activities	$ 366.4	$ 95.2	$ 196.1	$ 535.6	$ 821.6
Capital expenditures, net	(92.2)	(40.1)	(62.0)	(191.8)	(136.4)
Free cash flow	$ 274.2	$ 55.1	$ 134.1	$ 343.8	$ 685.2

Reconciliation of Segment Income (Loss) from Operations to Adjusted Segment Income (Loss) from Operations

	Three Months Ended			Twelve Months Ended	
	Sep 30, 2026	Jun 30, 2026	Sep 30, 2025	Sep 30, 2026	Sep 30, 2025
Americas Segment:					
Segment income (loss) from operations	$ 227.1	$ (138.7)	$ 243.7	$ 530.4	$ 897.8
Amortization of intangible assets	8.5	8.5	0.4	35.7	2.2
Adjusted segment income (loss) from operations	$ 235.6	$ (130.2)	$ 244.1	$ 566.1	$ 900.0
International Segment:					
Segment income from operations	$ 109.1	$ 108.7	$ 92.7	$ 370.8	$ 345.9
Amortization of intangible assets	5.4	5.4	—	22.2	—
Adjusted segment income from operations	$ 114.5	$ 114.1	$ 92.7	$ 393.0	$ 345.9
Segment Performance (excludes ACAP & G&A):					
Segment income (loss) from operations	$ 336.2	$ (30.0)	$ 336.4	$ 901.2	$ 1,243.7
Amortization of intangible assets	13.9	13.9	0.4	57.9	2.2
Adjusted segment income (loss) from operations	$ 350.1	$ (16.1)	$ 336.8	$ 959.1	$ 1,245.9

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