# Third Quarter Fiscal 2018

3 WORLD TRADE CENTER
**United States**
Standing at 1,079 feet tall, 3 World Trade Center marks the latest addition to the iconic World Trade Center complex.

AECOM

# Disclosures

## Safe Harbor

Except for historical information contained herein, this presentation contains "forward-looking statements." All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, financial and business projections, including but not limited to revenue, earnings, operating and free cash flows, stock repurchases; non-core Oil & Gas business sales; any statements of the plans, strategies and objectives for future operations; any statements regarding future economic conditions or performance; any statements of belief; and any statements of assumptions underlying any of the foregoing. Forward-looking statements may include the words "may," "will," "estimate," "intend," "continue," "believe," "expect" or "anticipate" and other similar words.

Although we believe that the expectations reflected in any of our forward-looking statements are reasonable, actual results could differ materially from those projected or assumed in any of our forward-looking statements. Our future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties, such as those disclosed in this presentation. Important factors that could cause our actual results, performance and achievements, or industry results to differ materially from estimates or projections contained in forward-looking statements include, among others, the following:

- our business is cyclical and vulnerable to economic downturns and client spending reductions;
- dependence on long-term government contracts and uncertainties related to government contract appropriations;
- governmental agencies may modify, curtail or terminate our contracts;
- government contracts are subject to audits and adjustments of contractual terms;
- impacts of the Tax Cuts and Jobs Act;
- losses under fixed-price contracts;
- limited control over operations run through our joint venture entities;
- misconduct by our employees or consultants or our failure to comply with laws or regulations applicable to our business;
- maintain adequate surety and financial capacity;
- our leveraged position and ability to service our debt and guarantees;
- exposure to legal, political and economic risks in different countries as well as currency exchange rate fluctuations;
- retaining and recruit key technical and management personnel;
- legal and claims and inadequate insurance coverage;
- environmental law compliance and adequate nuclear indemnification;
- unexpected adjustments and cancellations related to our backlog;
- dependence on partners and third parties who fail to satisfy their obligations;
- managing pension costs;
- cybersecurity and IT outages; and
- changing client demands, fiscal positions and payments.

Additional factors that could cause actual results to differ materially from our forward-looking statements are set forth in our most recent periodic report (Form 10-K or Form 10-Q) filed and our other filings with the Securities and Exchange Commission. We do not intend, and undertake no obligation, to update any forward-looking statement.

## Non-GAAP Measures

This presentation contains financial information calculated other than in accordance with U.S. generally accepted accounting principles ("GAAP"). In particular, the company believes that non-GAAP financial measures such as adjusted EPS, adjusted EBITDA, adjusted operating income, organic 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, EPS and operating income to exclude the impact of prior acquisitions and dispositions. We use free cash flow to represent the cash generated after capital expenditures to maintain our business. 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 to the most directly comparable GAAP financial measures is found in the attached appendix and in our earnings release on the Investors section of our Web site at: http://investors.aecom.com.

When we provide our long term projections for adjusted EBITDA, adjusted EPS, organic revenue 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 potentially high variability, complexity and low visibility as to items that would be excluded from the GAAP measure in the relevant future period.

# Michael S. Burke

***Chairman***
***Chief Executive Officer***

RÉSEAU EXPRESS MÉTROPOLITAIN (REM)
**Canada**
The largest integrated public transportation infrastructure in Québec since the Montréal Metro, inaugurated in 1966, the REM will also be one of the largest automated transportation networks in the world once complete.

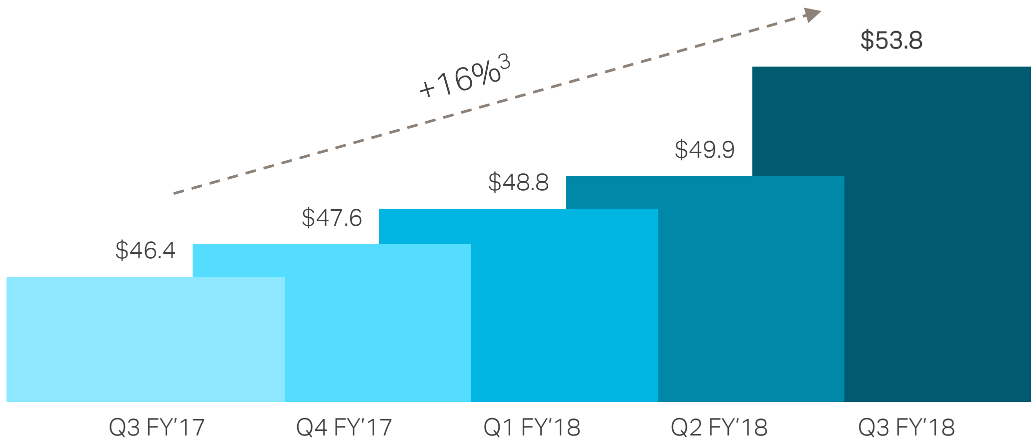
AECOM

# Third Quarter FY'18 Results

- Delivered record revenue, backlog and wins
- 10% organic growth[1], marking the seventh-consecutive quarter of positive growth
  - Favorable mix shift to higher-margin DCS and MS sectors continued
- Adjusted EBITDA[2] up 15%, excluding the AECOM Capital gain from the prior year
- Record $9.4 billion of wins; year-to-date wins of $22 billion, up 22% from year-ago period
- All-time high backlog of $54 billion, up 16%[3]
- Intend to commence $150 million accelerated share repurchase (ASR) plan when trading window opens on August 9th

**$5.1B** *Q3'18 Total Revenue (Record)*

**$9.4B** *Q3'18 Wins (Record)*



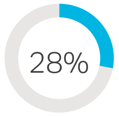

*Total Backlog (billions)*



AECOM

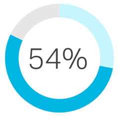
# Business Trends & Highlights

*% of TTM Adj. Operating Income*[2]



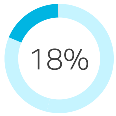

## Management Services

- **Strong revenue and backlog growth:** backlog is now up 124% since the beginning of FY'17, which gives us confidence in continued revenue growth
- **Pursuing sizable pipeline of pursuits:** approximately $30 billion of qualified opportunities, including $10 billion of bids under client evaluation




## Design & Consulting Services

- **Double-digit organic growth:** highlighted by 17% organic growth[1] in the Americas, the strongest growth rate in several years, led by storm recovery efforts
- **Continued backlog growth supports further revenue growth:** backlog increased by 9% year-over-year, marking the eighth consecutive quarter of backlog growth




## Construction Services

- **Expect a fourth-consecutive year of double-digit growth in Building Construction:** $13 billion backlog and strong pipeline
- **Civil and Power businesses performed to expectations:** Alliant gas power plant construction remains on schedule and budget

## AECOM Capital

- **Progressing on path to raise third-party capital:** expanding investment capacity, with more details to come following expected close of the fund
- **Enabling avenues to expand construction business:** already providing construction services on ACAP projects in several U.S. cities



AECOM

# W. Troy Rudd

***Chief Financial Officer***


PERTH STADIUM RAILWAY STATION
**Australia**
Serving as a dedicated railway station for the Perth Stadium, the project is the second biggest station on the Perth network.

AECOM

# Consolidated Third Quarter FY'18 Performance

*Third Quarter*

$5.15b

*Total Revenue*

$202m *(3.9%)*

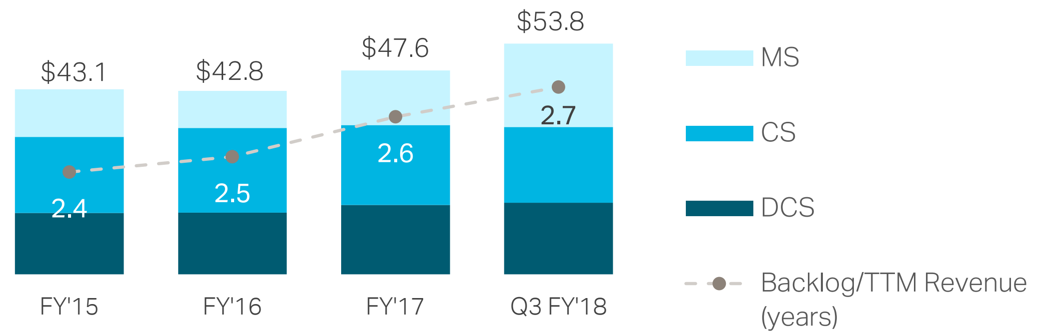
*Adj. Operating Profit (Margin)[2]*

$223m *(4.3%)*

*Adj. EBITDA (Margin)[2]*

$0.62

*Adj. EPS[2]*




*Increased Visibility in Backlog (billions)*

- Strong performance on several metrics in the third quarter
- 10% organic revenue growth[1] included positive contributions from all three segments
- Record $54 billion backlog provides nearly three years of revenue visibility, a multi-year high
- Adjusted EBITDA and adjusted EPS[2] ahead of our expectations for sequential improvement
- Positive free cash flow[4] for 23rd time in last 25 quarters



AECOM

# Segment Results – Design & Consulting Services (DCS)

*Third Quarter*

$2.11b *(41%)*

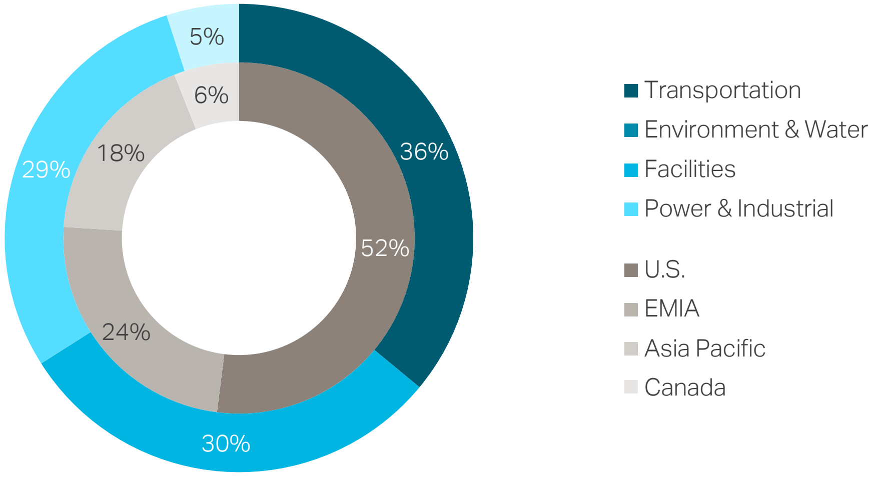
*Segment Revenue (% of Total Revenue)*

$120m *(5.7%)*

*Operating Profit (Margin)*

$128m *(6.1%)*

*Adj. Operating Profit (Margin)[2]*




*% of Segment TTM Revenue*

- Delivered 12% organic revenue growth[1]
  - Performance driven by accelerating growth in the Americas, led by storm recovery work and improving end market trends
- 9% backlog growth, led by the Americas where performance is especially strong in our core transportation and water markets
- Adjusted operating margin[2] of 6.1% marks a 50 basis point improvement over the prior year
  - Continue to expect full year margins above 6%



AECOM

# Segment Results – Management Services (MS)

Third Quarter

$936m *(18%)*

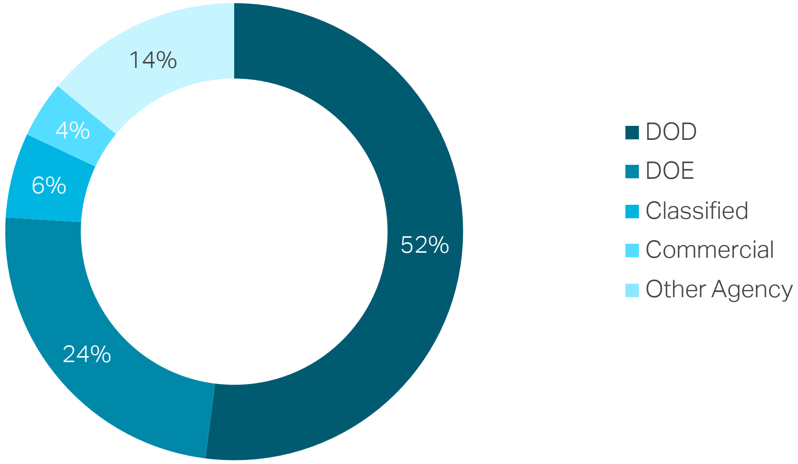
*Segment Revenue (% of Total Revenue)*

$66m *(7.1%)*

*Operating Profit (Margin)*

$76m *(8.1%)*

*Adj. Operating Profit (Margin)[2]*




*% of Segment TTM Revenue*

- 9% organic revenue growth[1] driven by solid conversion of recent wins and shorter-cycle work
- Exited the quarter with a record nearly $20 billion backlog, including larger projects with longer duration
- Margin performance consistent with expectations, with solid performance across our portfolio of projects
  - Performance included a benefit from an anticipated recovery on a federal project
- Continue to pursue a robust pipeline of opportunities



AECOM

# Segment Results – Construction Services (CS)

*Third Quarter*

$2.11b *(41%)*

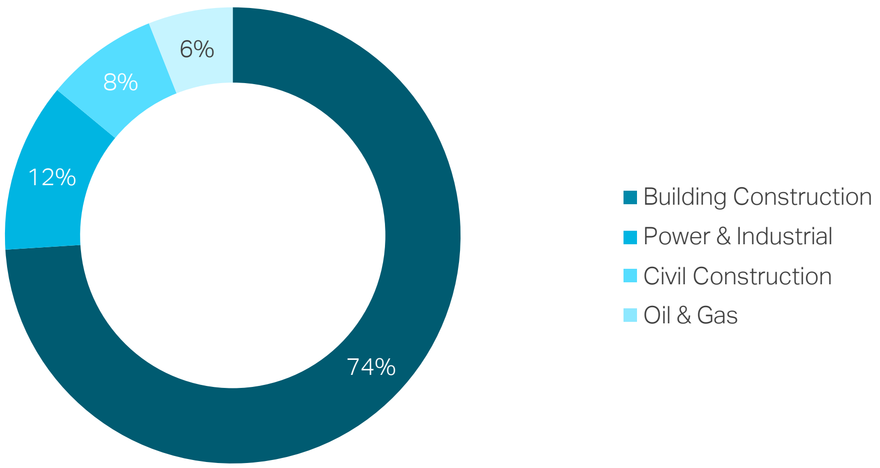
*Segment Revenue (% of Total Revenue)*

$9m *(0.4%)*

*Operating Profit (Margin)*

$34m *(1.6%)*

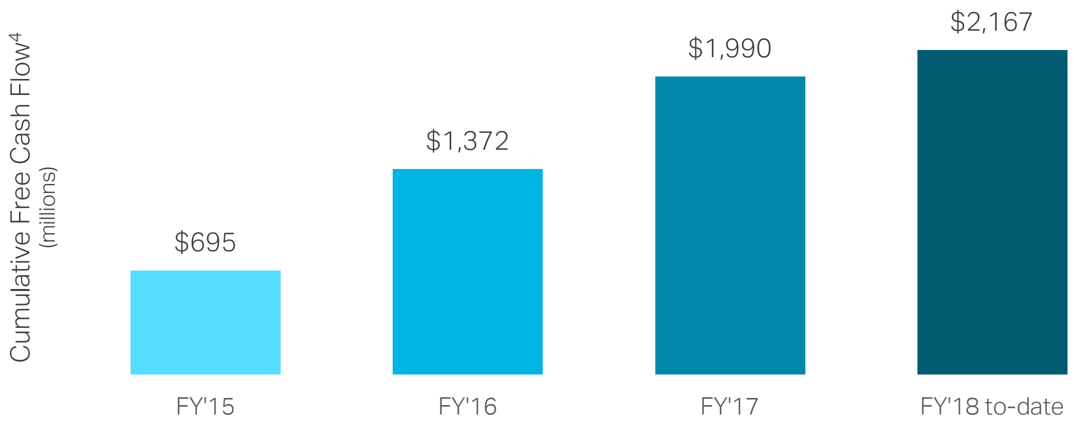
*Adj. Operating Profit (Margin)*[2]




*% of Segment TTM Revenue*

- Delivered 8% organic growth[1]
- Continued strong performance in Building Construction, where we continue to expect a fourth-consecutive year of double-digit revenue growth
- Progress on non-core Oil & Gas planned sales announced last quarter
- Year-to-date adjusted operating margin[2] of 1.8%; expect to achieve our full-year expectation of 2%

# Cash Generation and Capital Allocation Highlights




Initial Accelerated Share Repurchase **$150M**

Stock Repurchase Authorization **$1B**

- Intend to execute $150 million accelerated share repurchase (ASR) when trading window opens on Thursday
- Decision reflects increased business momentum, continued backlog growth and confidence in our balance sheet
- Continue to believe buying our shares represents a compelling avenue to driving shareholder value
- Following completion of the ASR, will continue to allocate capital to the highest and best use, including a focus on achieving 2.5x net leverage[5] and stock repurchases



AECOM

# Financial Outlook

*Our Performance Bolsters Our Confidence in Achieving Our Five-Year Targets*

| | <u>*FY'18 – FY'22 CAGR Projections*</u> |
|---|---|
| Organic Revenue[1] Growth | ⇧ 5%+ |
| Adjusted EBITDA[2] Growth | ⇧ 7%+ |
| Adjusted EPS[2] Growth | ⇧ 12% -15% |
| Cumulative Free Cash Flow[4] | ⇧ $3.5B+ |

- Reiterating FY'18 adjusted EBITDA[2] guidance of $880 million and adjusted EPS guidance of between $2.50 and $2.90
  - Continue to expect 8 cents of EPS from AECOM Capital sales



AECOM

# Appendix


FORT RUCKER
**United States**
Executing a nine-year contract to provide rotary wing flight training instructor support services for the U.S. Army.

AECOM

# Footnotes

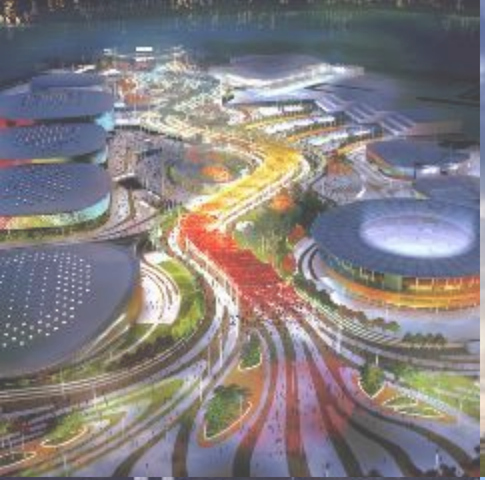
[1] Year-over-year at constant currency and excludes revenue associated with actual and planned non-core asset and business dispositions from all periods.

[2] Excluding acquisition and integration related items, financing charges in interest expense, foreign exchange gains, the amortization of intangible assets, financial impacts associated with expected and actual dispositions of non-core businesses and assets, and the revaluation of deferred taxes and one-time tax repatriation charge associated with U.S. tax reform. If an individual adjustment has no financial impact then the individual adjustment is not reflected in the Regulation G Information tables. See Regulation G Information for a reconciliation of Non-GAAP measures.

[3] On a constant-currency basis.

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

[5] Net debt-to-EBITDA is comprised of EBITDA as defined in the Company's credit agreement, which excludes stock-based compensation, and net debt as defined as total debt on the Company's financial statements, net of cash and cash equivalents.



# DBFO: Design. Build. Finance. Operate.

- Leading fully integrated infrastructure services firm
- Consistently ranked #1 in key markets, including transportation and general building
- Executing the world's most complex and iconic projects

7 continents

$20B revenue (TTM)

87K employees

$54B backlog

150+ countries

$6B market cap

#164 Fortune 500

NYSE:ACM ticker

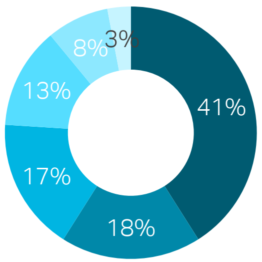

Project images (from top left): Rio Olympic & Paralympic Games, Brazil; Istanbul New Airport, Turkey; Olmsted Dam, PA, U.S.; Unmanned Aerial Systems Operation Center Support; Halley VI, Antarctica; Barclays Center, NY, U.S.; Taizhou Bridge, China; Spaceport America, NM, U.S.

AECOM

# AECOM: Built to Deliver a Better World

*AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries.*

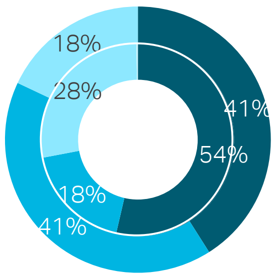
## Attractive Exposure to Key End Markets




*% of TTM Revenue (as of FQ3'18)*

- Facilities
- Federal / Support Services
- Transportation
- Environment / Water
- Power / Industrial
- Oil & Gas

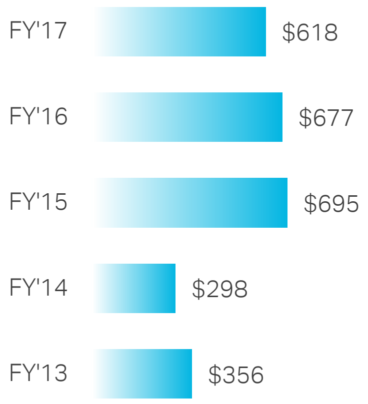
## Broad Segment Capabilities




*% of TTM Revenue / TTM Adj. Op. Income[2] (as of FQ3'18)*

- Design & Consulting Services
- Construction Services
- Management Services
- AECOM Capital

## Consistent Financial Performance




Free Cash Flow[4] (millions)

## Stockholder-Focused Capital Allocation

**$1.4b**

*Total Debt Reduction (since close of URS transaction)*

**2.5x**

*Net Leverage[5] Target*

**$1b**

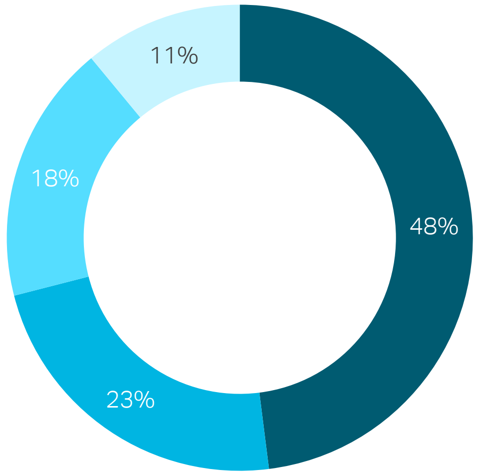
*Stock Repurchase Authorization*



AECOM

# Diversified by Geography, Funding Source and Contract Type

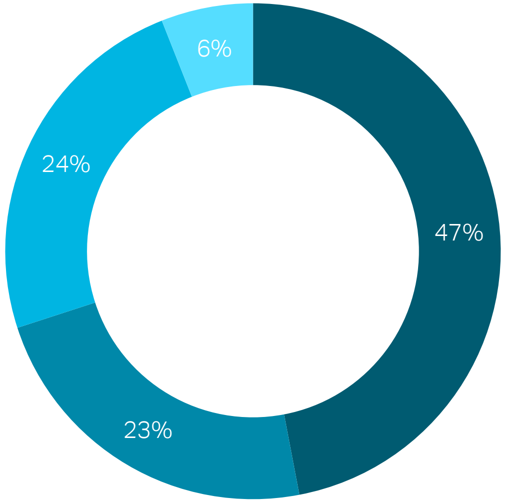
## Funding Source




*% of TTM Revenue (as of FQ3'18)*



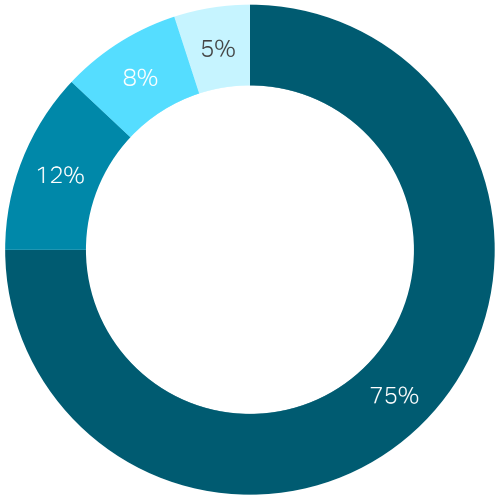
## Contract Type




*% of TTM Revenue (as of FQ3'18)*



## Geography




*% of TTM Revenue (as of FQ3'18)*





AECOM

# Regulation G Information

| | Three Months Ended | | |
|---|---|---|---|
| | Jun 30, 2017 | Mar 31, 2018 | Jun 30, 2018 |
| **Reconciliation of Income from Operations to Adjusted Income from Operations** | | | |
| Income (loss) from operations | $ 207.7 | $ (44.1) | $ 160.8 |
| Non-core operating losses | 3.2 | 21.2 | 18.5 |
| Impairment of assets held for sale, including goodwill | - | 168.2 | - |
| Acquisition and integration related items | - | - | (7.9) |
| Loss on disposal activities | - | - | 2.1 |
| Amortization of intangible assets | 28.4 | 33.7 | 28.4 |
| Adjusted income from operations | $ 239.3 | $ 179.0 | $ 201.9 |
| **Reconciliation of Net Income per Diluted Share to Adjusted Net Income per Diluted Share** | | | |
| Net income (loss) attributable to AECOM – per diluted share | $ 0.64 | $ (0.75) | $ 0.37 |
| Per diluted share adjustments: | | | |
| Non-core operating losses | 0.02 | 0.13 | 0.11 |
| Impairment of assets held for sale, including goodwill | - | 1.04 | - |
| Acquisition and integration related items | - | - | (0.04) |
| Loss on disposal activities | - | - | 0.01 |
| Amortization of intangible assets | 0.18 | 0.21 | 0.18 |
| FX gain from forward currency contract | - | (0.06) | - |
| Financing charges in interest expense | 0.02 | 0.27 | 0.02 |
| Tax effect of the above adjustments† | (0.07) | (0.15) | (0.01) |
| Revaluation of deferred taxes and one-time tax repatriation charges associated with U.S. tax reform | - | - | - |
| Amortization of intangible assets included in NCI, net of tax | (0.01) | (0.02) | (0.02) |
| Adjusted net income attributable to AECOM – per diluted share | $ 0.78 | $ 0.67 | $ 0.62 |
| Weighted average shares outstanding – diluted | 158.8 | 162.2 | 163.2 |

† Adjusts the income tax expense (benefit) during the period to exclude the impact on our effective tax rate of the pre-tax adjustments shown above.

| | Three Months Ended | | |
|---|---|---|---|
| | Jun 30, 2017 | Mar 31, 2018 | Jun 30, 2018 |
| **Reconciliation of Net Income Attributable to AECOM to EBITDA and to Adjusted EBITDA** | | | |
| Net income (loss) attributable to AECOM | $ 101.3 | $ (119.7) | $ 60.9 |
| Income tax expense (benefit) | 12.1 | (24.4) | 33.1 |
| Income (loss) attributable to AECOM before income taxes | 113.4 | (144.1) | 94.0 |
| Depreciation and amortization expense[1] | 67.4 | 81.0 | 68.0 |
| Interest income[2] | (1.7) | (3.4) | (2.3) |
| Interest expense[3] | 58.5 | 90.9 | 52.7 |
| EBITDA | $ 237.6 | $ 24.4 | $ 212.4 |
| Non-core operating losses | 3.2 | 21.2 | 18.7 |
| Loss on assets held for sale, including goodwill | - | 168.2 | - |
| Acquisition and integration related items | - | - | (6.5) |
| Loss on disposal activities | - | - | 2.1 |
| FX gain from forward currency contract | - | (9.1) | - |
| Depreciation expense included in non-core operating losses and acquisition and integration items above | - | (3.8) | (3.7) |
| Adjusted EBITDA | $ 240.8 | $ 200.9 | $ 223.0 |

[1] Includes the amount for noncontrolling interests in consolidated subsidiaries; [2] Included in other income; [3] Excludes related amortization



AECOM

# Regulation G Information

## Reconciliation of Segment Income from Operations to Adjusted Income from Operations

| | Three Months Ended Jun 30, 2017 | Three Months Ended Mar 31, 2018 | Three Months Ended Jun 30, 2018 |
|---|---|---|---|
| **Design & Consulting Services Segment:** | | | |
| Income from operations | $ 93.7 | $ 123.0 | $ 120.4 |
| Non-core operating losses | 3.1 | 1.2 | 0.7 |
| Gain on disposal activities | - | - | - |
| Amortization of intangible assets | 6.8 | 6.2 | 6.4 |
| Adjusted income from operations | $ 103.6 | $ 130.4 | $ 127.5 |
| **Construction Services Segment:** | | | |
| Income (loss) from operations | $ 33.2 | $ (180.3) | $ 9.3 |
| Acquisition and integration related items | - | - | (7.9) |
| Non-core operating losses | - | 20.0 | 17.9 |
| Impairment of assets held for sale, including goodwill | - | 168.2 | - |
| Loss on disposal activities | - | - | 2.1 |
| Amortization of intangible assets | 8.7 | 17.8 | 12.3 |
| Adjusted income from operations | $ 41.9 | $ 25.7 | $ 33.7 |
| **Management Services Segment:** | | | |
| Income from operations | $ 66.4 | $ 43.4 | $ 66.2 |
| Amortization of intangible assets | 12.9 | 9.7 | 9.7 |
| Adjusted income from operations | $ 79.3 | $ 53.1 | $ 75.9 |

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

| | Three Months Ended Sep 30, 2016 | Dec 31, 2016 | Mar 31, 2017 | Jun 30, 2017 | Sep 30, 2017 | Dec 31, 2017 | Mar 31, 2018 | Jun 30, 2018 |
|---|---|---|---|---|---|---|---|---|
| Net cash provided by (used in) operating activities | $ 362.9 | $ 77.5 | $ (46.1) | $ 413.9 | $ 251.4 | $ 52.4 | $ 118.4 | $ 71.9 |
| Capital expenditures, net | (36.9) | (21.0) | (17.7) | (19.8) | (20.0) | (18.5) | (23.7) | (23.5) |
| Free cash flow | $ 326.0 | $ 56.5 | $ (63.8) | $ 394.1 | $ 231.4 | $ 33.9 | $ 94.7 | $ 48.4 |

| | Fiscal Years Ended Sep 30, 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| Net cash provided by operating activities | $ 433.4 | $ 408.6 | $ 360.6 | $ 764.4 | $ 814.2 | $ 696.7 |
| Capital expenditures, net | (62.9) | (52.1) | (62.8) | (69.4) | (136.8) | (78.5) |
| Free cash flow | $ 370.5 | $ 356.5 | $ 297.8 | $ 695.0 | $ 677.4 | $ 618.2 |

## Reconciliation of Revenue to Amounts Provided by Acquired Companies

| | Three Months Ended June 30, 2018 Total | Provided by Acquired Companies | Excluding Effect of Acquired Companies |
|---|---|---|---|
| Revenue: | | | |
| AECOM Consolidated | $ 5,148.0 | $ 129.0 | $ 5,019.0 |
| Design & Consulting Services | 2,105.4 | - | 2,105.4 |
| Construction Services | 2,106.7 | 129.0 | 1,977.7 |
| Management Services | 935.9 | - | 935.9 |



AECOM

# Regulation G Information

| FY18 GAAP EPS Guidance based on Adjusted EPS Guidance | Fiscal Year End 2018 |
|---|---|
| GAAP EPS Guidance | $0.84 to $1.24 |
| Adjusted EPS Excludes: | |
| Amortization of intangible assets | $0.65 |
| Acquisition and integration related items | ($0.07) |
| Foreign exchange gain | ($0.06) |
| Financing charges in interest expense | $0.33 |
| Loss on disposal | $0.01 |
| Year-to-date non-core operating losses | $0.25 |
| Tax effect of the above items* | ($0.23) |
| Loss on assets held for sale, including goodwill | $1.04 |
| Revaluation of deferred taxes and one-time tax repatriation charges associated with U.S. tax reform | ($0.26) |
| Adjusted EPS Guidance | $2.50 to $2.90 |

*The adjusted tax expense differs from the GAAP tax expense based on the deductibility and tax rate applied to each of the adjustments.

| FY18 GAAP Net Income Guidance based on Adjusted EBITDA Guidance (in millions) | Fiscal Year End 2018 |
|---|---|
| GAAP Net Income Attributable to AECOM Guidance* | $171 |
| Adjusted Net Income Attributable to AECOM Excludes: | |
| Amortization of intangible assets, net of NCI | $105 |
| Acquisition and integration related items | ($11) |
| Foreign exchange gain | ($9) |
| Financing charges in interest expense | $53 |
| Loss on disposal | $2 |
| Year-to-date non-core operating losses | $40 |
| Tax effect of the above items** | ($37) |
| Loss on assets held for sale, including goodwill | $168 |
| Revaluation of deferred taxes and one-time tax repatriation charges associated with U.S. tax reform | ($42) |
| Adjusted Net Income Attributable to AECOM | $440 |
| Adjusted EBITDA Excludes: | |
| Interest Expense | $210 |
| Interest Income | ($8) |
| Depreciation | $145 |
| Taxes | $92 |
| Adjusted EBITDA Guidance | $880 |

*Calculated based on the mid-point of AECOM's fiscal year 2018 EPS guidance.

**The adjusted tax expense differs from the GAAP tax expense based on the deductibility and tax rate applied to each of the adjustments.

Note: the components in this table may not sum to the total due to rounding.