

Endless Possibilities

An aerial photograph of a coastal city, likely San Francisco, showing a dense urban grid, a large bay, and surrounding hills. The image is overlaid with a color gradient that transitions from a deep blue on the left (over the water) to a vibrant green on the right (over the hills). The text 'Endless Possibilities' is printed in white, sans-serif font across the upper left portion of the image.

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Introduction

On seven continents and in more than 100 countries, AECOM is dedicated to improving the quality of life for people everywhere. Relying on a deep reservoir of talent, knowledge and creativity, we achieve this goal through our design, technology and program and construction management expertise. We produce innovative solutions that incorporate social, environmental, economic and ethical issues.

Our expertise lies in planning, designing, managing and implementing projects in the facilities, transportation, environmental, energy, mining and government agency markets. We are focused on increasing shareholder value and providing employees with professional development opportunities and are focused on client satisfaction.

At AECOM, we welcome the opportunities to make the world a better place that our clients present through their projects. We look forward to meeting their needs as a way to expand our expertise. And we embrace our responsibility to enhance and sustain the world's built, natural and social environments in the work we do around the globe.

As a corporate citizen, we believe it is our responsibility to conduct business in a way that benefits the environment, reduces waste and protects the health and safety of our employees, clients and the citizens of the communities in which we live and work.

President/Chief Executive Officer and Chairman's Statement

Fiscal year 2009 was an exciting time for AECOM, as we continued to deliver excellent business results despite the prevailing global economic downturn, and we further unified our operations and brand to one AECOM.

Our strong performance reflects AECOM's proven diversified business model and the ability of our staff to effectively collaborate across global business lines and geographies.

During fiscal year 2009, we continued to have AECOM evolve into a company that continues to function in a seamless manner on a global basis across all of our operations to meet the needs of our clients and the challenges that the world has to offer. AECOM offers its clients an integrated workforce with strong momentum — ready to meet new challenges and achieve continued success.

AECOM has the talent and capabilities to design and manage the world's most complex assignments. On every continent, we are committed to improving quality of life. But nothing better illustrates the qualities that define us than the projects that we deliver. Today, we are working on eight of the 18 largest civil infrastructure programs in the world. Combined with outstanding technical capabilities across a broad range of sectors, we have the ability to work on any project, anywhere in the world.

AECOM has approximately 45,000 employees located in more than 100 countries. It is these talented people and their commitment to be the best that set us apart. And our reputation for quality results reaches far beyond our traditional client base. AECOM currently is listed on the *Fortune 500* and is rated number 14 in shareholder return. In addition, *Newsweek* ranked us as one of America's greenest companies. And in 2009 we were named a Best Workplace by *Financial Times* as well as awarded Best Diversity Company by *Diversity/Careers* magazine.

Financial performance

During fiscal year 2009, which ended September 30, 2009, our revenue grew by 18 percent to a record US\$6.1 billion. Operating income rose by 20.3 percent to US\$286.9 million. Net income from continuing operations was US\$187 million, up 27 percent for the same

period last year. Earnings per share were US\$1.73, a 23-percent increase. At the close of the year, we had cash, cash equivalents and marketable securities of US\$291 million.

AECOM was awarded some of the world's most important projects as we continue to advance our reputation as a global leader in professional technical and management support services. Our year-end, record backlog of US\$9.5 billion reflects a 10-percent increase from fiscal year 2008.

Pursuing growth

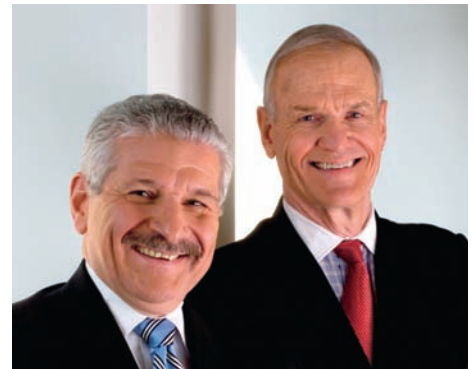
Looking ahead, our goal is to continue to capture market share by serving our existing clients well in each of our end markets, and by attracting new M&A partners to AECOM.

What is especially gratifying to all of us at AECOM is that throughout these turbulent economic times, our people have continued to focus on our clients, which has caused us to grow our market share; we have won significant mega projects; and, we have expanded our business in existing and emerging markets.

During 2009, our organic growth was fueled by large, well-funded projects. With a strong balance sheet, we are well positioned to emerge from this economic downturn even stronger than we were before.

Diversification

Our technical excellence comes from the rich history of some of the world's finest engineering, environmental, planning and design companies that have become part of AECOM. Our largest end market practices are transportation, environment and facilities, which comprise 28, 25 and 24 percent of our business, respectively. The remaining 23 percent comprises government services and energy and power. Our funding sources are also well diversified



John M. Dionisio
President and Chief Executive Officer

Richard G. Newman
Chairman

President/Chief Executive Officer and Chairman's Statement

across state, local, federal, non-U.S. government and private sources. Public funding made up 71 percent of our global revenue.

This broad reach and diversification of end markets, services, geographies and funding sources give AECOM a solid foundation and enable us to take advantage of opportunities in the global market during strong as well as soft economic times. Clearly this business strategy served us well during the global recession of 2009.

Global markets

Our collaborative approach of working globally and delivering locally is the main driver of our ability to provide our clients effective services. With projects around the world, 52 percent of our work is located outside of the United States. During 2009, we continued to expand geographically in regions such as Russia, Eastern Europe and the Commonwealth of Independent States.

AECOM continues to have strong growth in Asia, especially Hong Kong, Australia, the Middle East, and Canada, as well as the transportation and government business sectors in the United States and the global hydropower market. Recently, we have seen signs of an economic recovery with a distinct rebound in project activity as the global stimulus packages continue to roll out.

Eight months after the start of the U.S. stimulus package, AECOM has won more than US\$530 million worth of in-country, stimulus-funded projects in the transportation, facilities and environmental markets.

Our business in the Middle East remains strong. We have continued to expand and win new projects in Abu Dhabi, Qatar and Saudi Arabia. These projects include the design of the new Zayed University campus in Abu Dhabi, Masdar City in Abu Dhabi, the Cleveland Clinic project in

Abu Dhabi, program management of the Saadiyat Island Cultural District in Abu Dhabi, Saudi Arabia's Al Khobar Gate Tower and Knowledge Economic City, and Qatar's Doha port project, among many others.

In Europe, during 2009, the United Kingdom was affected by the challenging economic environment, especially in its private facilities markets; however, we continue to advance our work on the London Crossrail, the largest civil infrastructure in Europe. Despite the challenging conditions in many parts of the continent, we continue to work on important projects such as the Legacy Masterplan Framework for the Olympic Park and The Crescent in Baku, the capital of Azerbaijan.

Our markets in Australia are performing well, particularly in water, mining and transportation. The country's Build Australia Fund continues to invest in capital projects in the transportation, environmental and facilities markets, which play to our "sweet spot."

In Asia, we continued our strong performance during 2009. Some of our key wins in Hong Kong included the design of the city's high-speed rail terminus, infrastructure design and construction-supervision consulting for the landmark Kai Tak redevelopment project, as well as design and construction-management services for the city's Central-Wan Chai Bypass and Island Eastern Corridor Link plan. Elsewhere in Asia, we won the design of the Padma Bridge, the longest in Bangladesh, and several passenger rail contracts in India.

We have managed our business carefully throughout the economic downturn, as demonstrated by our ongoing margin improvements, which we believe will position AECOM for continued profitable growth in the years to come.

We are proud to have been again recognized in *Engineering News-Record's* (ENR) 2009 Top 500 Design Firms rankings, where AECOM is ranked number 2 overall. In addition, we lead in several key market sectors, ranking number 1 in Pure Design, Transportation, General Building and Hazardous Waste.

Mergers & Acquisitions

We continue to pursue M&A opportunities that expand our geographic footprint and provide access to new markets and services. During fiscal year 2009 and the first two months of fiscal year 2010, we completed four strategic acquisitions. Savant, a project and construction-management firm expands AECOM's global presence, particularly in Russia, Eastern Europe and the Commonwealth of Independent States (CIS). Our acquisition of LAN Engineering bolsters our transportation presence in California, and Ellerbe Becket expands our capabilities in health care, sports and education. We also added SSI Services, which has an established reputation in supporting operations for the U.S. intelligence community. Additionally, during December 2009, we added the expertise of approximately 90 professionals from Glatting Jackson Kercher Anglin to bolster several of our service offerings in the southeastern United States.

Our people

Our talented employees are the engine of our success. Our staff has made AECOM one of the largest and most respected providers of professional technical and management support services in the world — providing our shareholders with a competitive financial return while we enhance and sustain the world's built, natural and social environments for our clients and the communities that we serve.

To maintain this position, we invest in career and professional development

opportunities for our people. During the past year, AECOM has enhanced its organizational structure and laid the foundation for a stronger company. By aligning a balanced focus across all our businesses and geographies, we have strengthened our direction for the future, opening a world of professional opportunities for our clients and our employees.

With a vision that we can provide our shareholders with a strong financial return while making the world a better place, we understand our responsibility to the environment in which we live and work. By embracing corporate social responsibility, AECOM is committed to giving something back to our communities. As professionals, we understand how we can make a difference. The philanthropic efforts of our people in organizations such as Engineers Without Borders, the U.S. Architecture, Construction and Engineering high school mentoring program and the Women's Transportation Seminar enable us to make a positive change in the world.

Ethics and corporate governance

Our Core Values define what we do, how we do it and who we are. Our commitment to ethics and compliance guides how we conduct business every day, and we are dedicated to sustaining an ethical workplace culture. Part of this culture is our commitment to safety for all employees, clients, the end users of our projects and programs, and the communities in which we do business.

A strong future

With dedicated, talented people with creative minds, working in a favorable environment, focused on being the best for our clients, our future remains in good hands. AECOM has come a long way since its founding in 1990, as we have evolved into one of the most-respected firms in our industry, attracting the best and brightest talent and other successful

firms. It is the technical excellence and dedication of our employees that enable us to work on any project, anywhere in the world.

Our performance during fiscal year 2009 speaks to our ability to manage our business in a difficult economic environment, as we grew our business and continued to execute operational excellence initiatives, improving margins and strengthening our balance sheet. Our positive momentum, and the addition of our recent M&A partners, position AECOM to emerge stronger during fiscal year 2010.

Our solid balance sheet, strong cash flow and backlog, and the reputation we have built give us confidence to say that we are well positioned to emerge as an even stronger AECOM during fiscal year 2010.

Going forward, we will continue to leverage AECOM's market and geographic diversification to drive organic growth balanced by acquisitive growth that is the hallmark of our business model. We will continue to focus on delivering excellent levels of service to our clients, being the place to grow professionally by employees, and maintaining our position as a valuable investment by our shareholders.

Our new brand symbolizes the advancements we have made operationally, financially and organizationally. The new look conveys the powerful presence, forward motion and clear purpose that make AECOM, through its staff and clients, a leader in our industry.

Thank you for your interest in AECOM.

John M. Dionisio

President and Chief Executive Officer



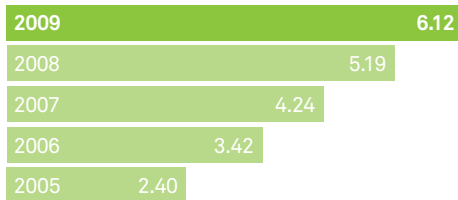
Richard G. Newman

Chairman



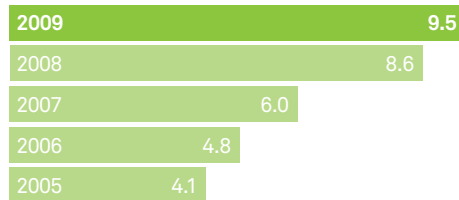
Our finances at a glance

Two and a half years after our successful initial public offering, AECOM enjoyed another strong performance during fiscal year 2009. As has been true since our founding in 1990, we strengthened and expanded our market position and revenues increased. During 2009, we achieved these results despite softness in several markets around the world. Our performance and diversified business plan place us on solid ground for continued success during the post-recessionary period and beyond.



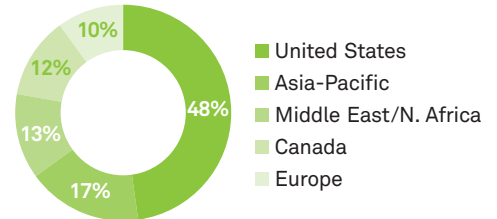
Gross revenue (US\$ billions)

2009 Gross Revenue: US\$6.1 billion
+18% increase

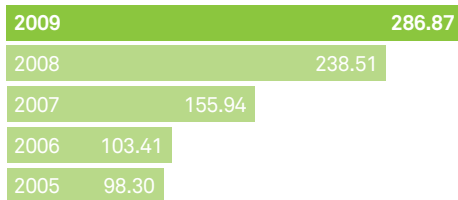


Total backlog (US\$ billions)

2009 Total Backlog: US\$9.5 billion
+10% increase

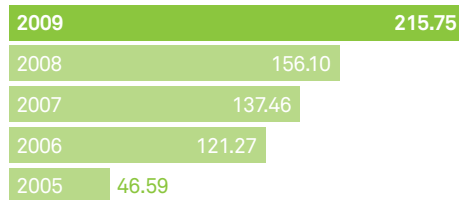


Geographies¹



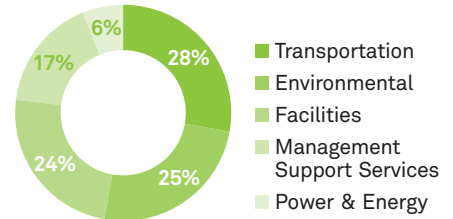
Operating profit (US\$ millions)

2009 Operating Profit: US\$287 million
+20% increase

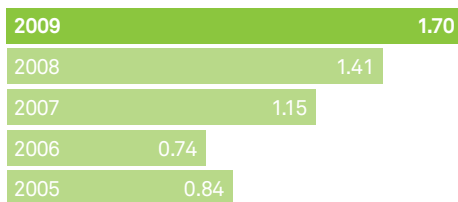


Cash flow from operations (US\$ millions)

2009 Cash Flow from Continuing Operations: US\$216 million
+38% increase

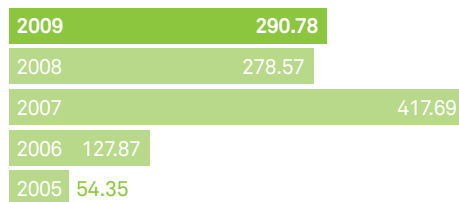


End Markets²



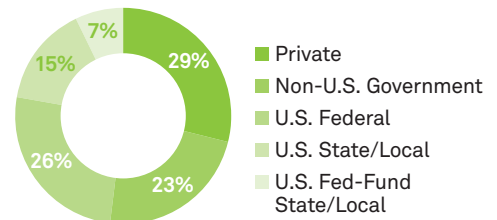
Diluted earnings per share (US\$)

2009 Diluted Earnings Per Share (Continuing Operations): US\$1.70
+21% increase



Cash and cash equivalents (US\$ millions)

2009 Cash and Cash Equivalents and Marketable Securities: US\$291 million
+4% increase



Funding Sources²

1 Estimated geographies chart based on FY09 net service revenue where work is performed.

2 Estimated end markets and funding sources charts based on FY09 gross revenue. Funding sources reflect client type regardless of where work is performed.

Our finances in fiscal year 2009

I am pleased to report that fiscal year 2009 brought another record-breaking year of financial performance for AECOM. Throughout the year, we focused on executing our business strategy, which resulted in strong growth while improving our profitability, balance sheet and liquidity position.

We achieved 18 percent growth in revenue to a record US\$6.1 billion. Net service revenue increased 16 percent to US\$3.8 billion with constant-currency organic growth of 8 percent. Our earnings per share from continuing operations were US\$1.70, up 21 percent from last year.

We have been driving a companywide margin improvement initiative for the past three years while continuing to streamline our global operations and rapidly integrating the companies we have acquired. In fiscal year 2009, these efforts resulted in a 20-percent increase in operating profit to US\$287 million. Going forward, we will continue to execute our margin improvement plans.

Wins across all our global markets propelled backlog to a record US\$9.5 billion, a 10-percent increase over last year. Our backlog represents a diversified pipeline of new opportunities, including stimulus-funded projects in the United States and around the world, which positions us well for the future.

We closed the year with US\$291 million in cash, cash equivalents and total debt of US\$171 million. Our strong balance sheet reflects the quality relationships we have established with our clients as they continued to make timely payments during a global economic recession. This provides us with ample liquidity to invest in organic growth initiatives and strategic acquisitions in fiscal year 2010 and beyond.

Looking ahead

AECOM is well positioned for fiscal year 2010 and beyond. Our diversification strategy will continue to be a key driver of our leading market position. We have a solid book of business, a strong balance sheet, and our record financial performance in fiscal year 2009 speaks to our ability to execute our business strategy in a challenging market.

We are very pleased with our accomplishments during fiscal year 2009 and are excited about the opportunities ahead.

Michael S. Burke
Chief Financial Officer



Michael S. Burke
Chief Financial Officer

A global network of experts united by our values

Our 45,000 employees in more than 100 countries are united by a common set of **Core Values — Integrity, Employees, Clients, Excellence, Innovation, Agility, Safety and Profitable Growth.**

These general principles guide every decision that we make — as employees and as an organization. We live all of our Core Values every day.

This is a commitment that is shared by every member of the AECOM team — we will always stay true to our Core Values.



World-class design

At AECOM, our dedicated network of top-tier professionals provides in-depth expertise to develop unique solutions for the world's most sophisticated assignments on all seven continents.

As trusted partners to our clients, AECOM's engineers, planners, architects, landscape architects, environmental specialists, economists, scientists and program and construction managers are committed to improving the quality of the world's built, natural and social environments.

Uniquely equipped to design and manage projects of any type or scale, AECOM is a single, comprehensive source of global expertise.

Featured Projects

01 Forth Road Bridge

AECOM designed an innovative system to reduce humidity and prevent cable corrosion on Scotland's Forth Road Bridge, a major suspension bridge that carries 24 million vehicles annually. The application sealed the cable in an airtight polyethylene sheath and blows dry air inside the cable to reduce humidity and prevent corrosion.

02 Libya HIB

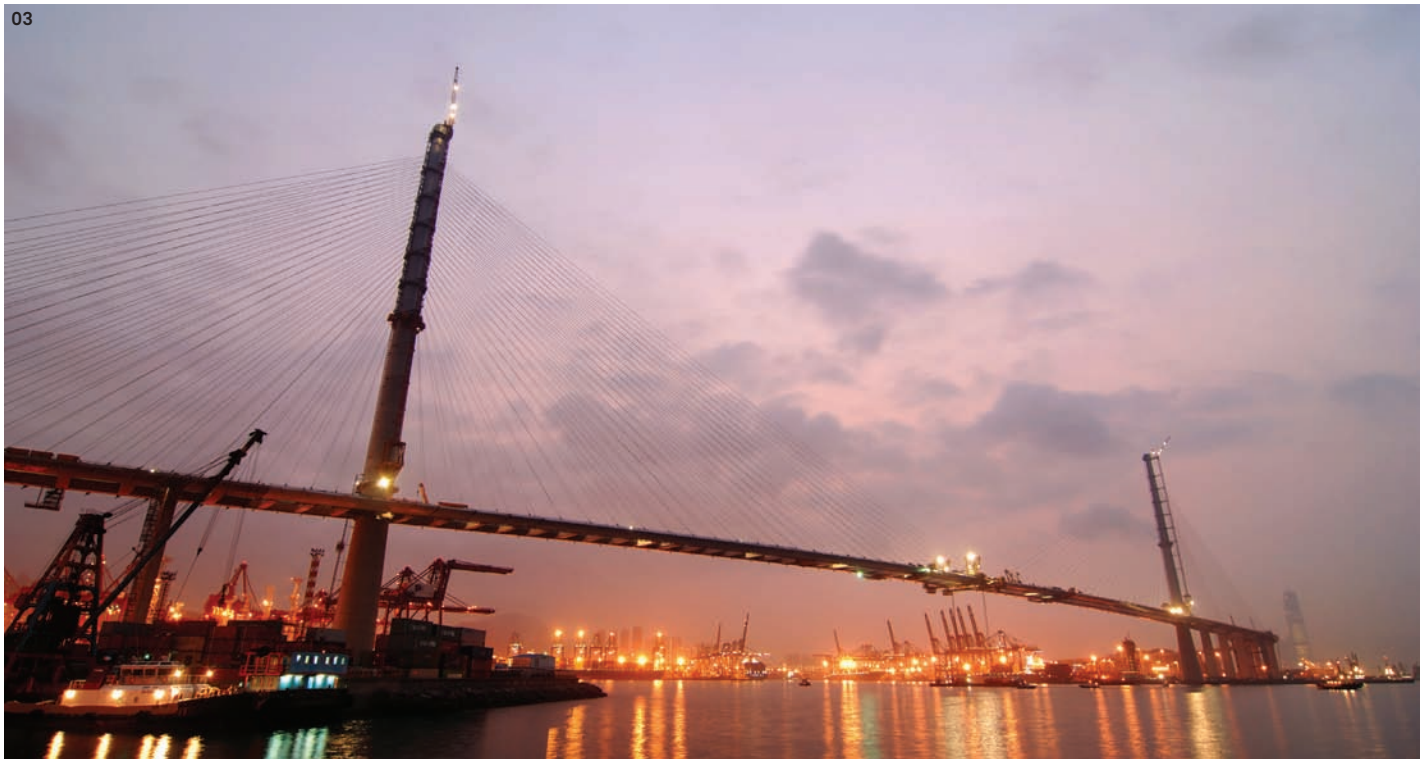
In Libya, AECOM supervises a US\$50-billion-plus housing and infrastructure program to improve that nation's housing, roads, bridges, water and utilities.

03 Stonecutter's Bridge

AECOM played a central role in the design, feasibility analysis and engineering of China's Stonecutter's Bridge, the world's second-longest cable-stayed bridge.

04 Inner Northern Busway

To improve public transport in and around Brisbane, Australia, AECOM in an alliance with other companies provided engineering design, modeling, stakeholder and sustainability management and Intelligent Transport System design on the Inner Northern Busway. Photo: Christopher Frederick Jones



Making things work globally

AECOM extends a helping hand to countries and communities devastated by ethnic strife, humanitarian crises, political turmoil and environmental emergencies. We help stabilize post-disaster damage, improve living conditions in impoverished regions and establish peace in emerging and developing nations.

Featured Projects

01 ECO-Asia

AECOM is the driving force behind ECO-Asia, a wide-ranging project that upgrades water and sanitation services in poor urban areas throughout Asia. We partner with local utilities to ensure that more people have greater access to clean water.

02 FEMA Projects

Partnering with the U.S. Federal Emergency Management Agency (FEMA), AECOM supplies technical expertise and architecture-engineering services to restore public infrastructure after natural and man-made disasters in the United States.

03 AFRICAP

The U.S. Department of State recently selected AECOM as an AFRICAP contractor. Under the agreement, we will provide advisory services, equipment procurement, and construction and logistical support services to help establish and maintain peace throughout Africa. AFRICAP supports regional stability in Africa by building the capacity of countries and regional organizations to prevent, manage and resolve conflicts on the continent.

04 Jamaica Forestry

Education was at the roots of this decade-long program that trained Jamaican forestry workers

to repair damage caused by a category 5 hurricane. With the Canadian International Development Agency, AECOM created a 49,400-acre site where students and farmers planted 30,000 tree seedlings to reverse water-erosion damage.

05 Afghanistan Alternative Crop Program

In Afghanistan's Badakhshan Province, AECOM develops and supports programs that bolster the region's legal agricultural economy. We teach farmers how to use modern cultivating and marketing methods to maximize harvest yields and profit. To that end, we support initiatives that upgrade irrigation, roadways, micro-hydro-power plants and other crucial infrastructure.



It all started with a vision

In 1990, AECOM was formed through an employee buyout from Ashland Inc.

During the past 20 years, AECOM has achieved dramatic growth, expanding its service offerings and global footprint to become one of the leading professional service firms in the world.

We employ the multi-disciplinary experience of our operations to create distinct capabilities that offer clients unparalleled access to integrated services and solutions with seamless delivery.

What sets us apart is our collaborative method of working globally and delivering locally. A trusted partner to our clients, we draw together teams of engineers, planners, architects, landscape architects, environmental specialists, economists, scientists, program

managers and others who are all dedicated to crafting the most innovative and appropriate solutions for the world's most challenging projects. That combination of skills and insights allows us to offer clients global knowledge and expertise with an understanding of local cultures and needs.

Uniquely equipped to design and manage projects of any type or scale, AECOM is a single, comprehensive source of solutions for many industries and

applications. From improving road, rail, energy or water systems projects to enhancing environments and creating new buildings and communities, our endless vision is — and always will be — to make the world a better place for everyone.

The graphic below illustrates how AECOM's 20-year history of growth has accelerated during the past decade.

US\$6.1

Billion during fiscal year 2009

100+

Countries

45,000

Employees



Global work. Global teams.

From start to finish on every project, we partner with our clients to maximize the value of their decisions. This end-to-end philosophy minimizes construction and operations costs, and assists in developing a project scope that satisfies client requirements for quality, reliability and operability.

Featured Projects

01 Hong Kong Convention Exhibition Centre

Working with the Hong Kong Trade Development Council, AECOM supervised the Hong Kong Convention and Exhibition Centre expansion. The project added 753,473 square feet of space for a convention hall, exhibit halls, theaters, pre-function areas, meeting rooms, loading dock and underground parking facility.

02 Saadiyat Island

Abu Dhabi's Tourism Development and Investment Company selected AECOM to partner as program manager for Saadiyat Island's Cultural District, a major mixed-use development that will include

some of the world's most ambitious cultural institutions. Following an extensive masterplanning and economics effort, the agreement will be supplemented by architecture, landscape and engineering services at select on-site facilities.

03 Port Botany Expansion

Concerned with future needs, Australia's Sydney Ports Corporation turned to AECOM to prepare a Port Master Plan to guide decisions on port development through 2020 and beyond. This Master Plan led to the Port Botany Expansion Project, with AECOM in the continuing role of principal technical advisor.

04 Trinidad and Tobago Highways Project

Serving as the program management consultant to National Infrastructure Development Company (NIDCO) and the Ministry of Works and Transport, AECOM is supporting the advancement and implementation of six project packages in Phase 1. The ultimate vision of this project is a three-phase implementation of almost 300 miles of new and improved highways, with Phase 1 encompassing approximately 125 miles in six packages.



Architecture

Our architecture and interior design professionals seek balance between art and technology, form and function, beauty and purpose, vision and result. From high-rise buildings to cultural facilities, our projects have earned the world's highest honors for architectural excellence and environmental responsibility.

01



Featured Projects

01 Korea Development Bank

The award-winning, 1-million-square-foot Korea Development Bank headquarters occupies a prominent site in Seoul, near the country's National Assembly building. Along with the main building, an underground connection to the subway system and street-level public plaza are project highlights.



02 Los Angeles Police Department Headquarters

AECOM delivered site planning, architectural and interior design, sustainable design, and technology and security services for the new Los Angeles Police Department headquarters. LEED registered, the building incorporates recycled construction materials, energy-saving lighting, a high-efficiency HVAC system and other green elements.



03 Bluewater Lagoon

Our architecture team designed and documented all the built forms, including facilities and structures, for the Bluewater Lagoon project in Mackay, Australia. The resulting architectural response created a contemporary and relaxed aesthetic responding to the site's subtropical climate and provided a unique identity. Photo: Christopher Frederick Jones



Building Engineering

We design with tomorrow in mind.

On each project, our people visualize how a building or development will be used many years from now. With an understanding that client needs evolve, we seamlessly integrate building form and function to deliver future-ready buildings.

From creation to completion and beyond, we help clients maximize a project's potential today and for years and decades ahead.



Featured Projects

01 Canadian Light Source

As big as a sports stadium, Canadian Light Source's synchrotron facility is the biggest scientific research center to open in Canada in more than 30 years. AECOM provided total project management as well as crucial building engineering services for the project.

02 Sonic Healthcare Laboratory

In Australia, AECOM building engineers worked with international medical diagnostics company Sonic Healthcare to develop a sophisticated laboratory complex to provide medicine, pathology and radiology services to the health care community.

03 Farrer Court

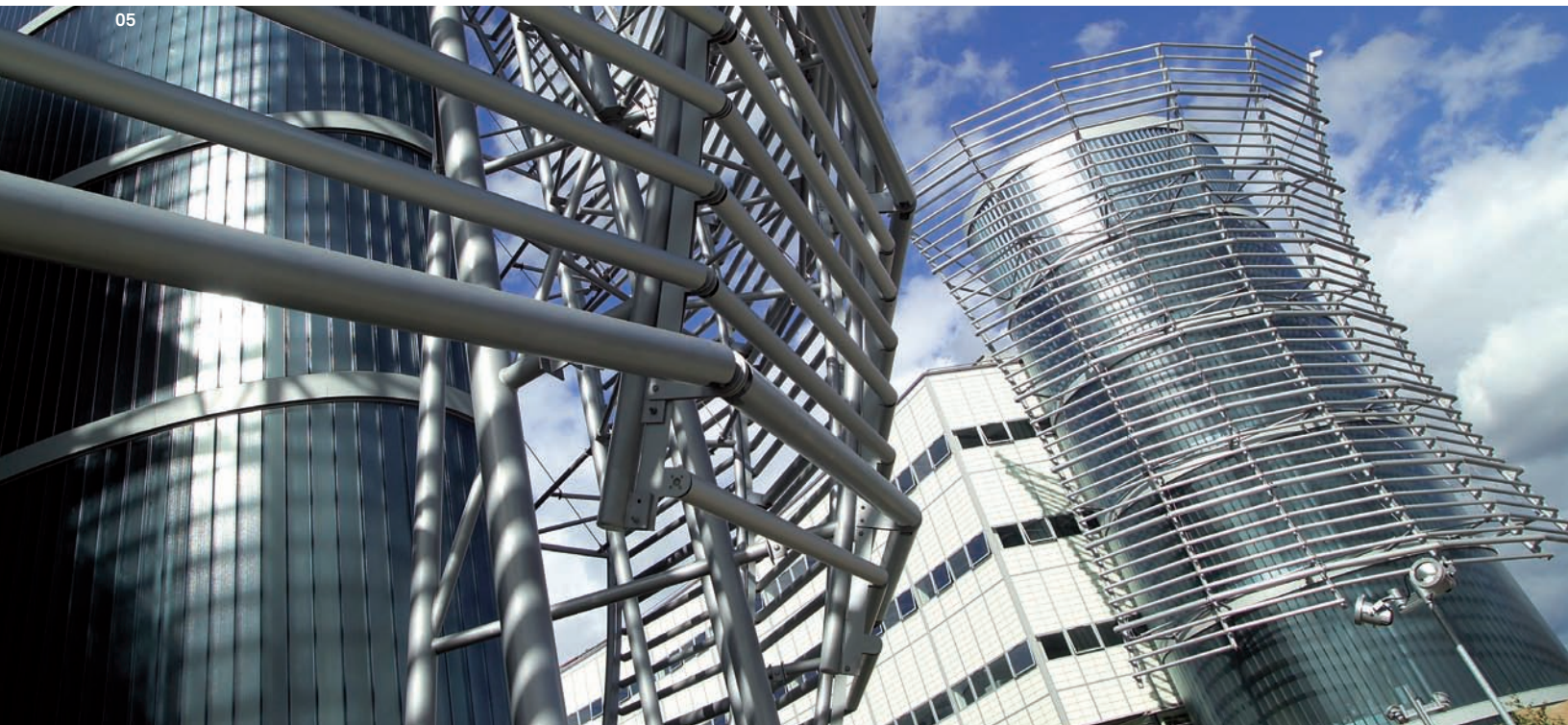
A stunning complex of structures that appear to bend with the wind, Farrer Court's 36-story residential buildings owe their visual impact to the expertise of AECOM's building engineers. Scheduled to open during 2010, the complex is a striking addition to the Singapore landscape.

04 Etihad Towers

The Etihad Towers project in Abu Dhabi is a prestigious mixed-use development composed of five towers from 53 to 77 floors, a large multilevel podium and four-level underground parking with a capacity of more than 3,200 cars.

05 University of Northumbria

Looking to reduce its carbon footprint, England's University of Northumbria turned to AECOM to provide mechanical and electrical engineering, lighting, design and building performance modeling to deliver highly sustainable on-campus buildings.



Design + Planning

In today's complex environment, effective and sustainable design requires careful integration of many disciplines. From aesthetics to ecology, community infrastructure and economic viability, AECOM's interdisciplinary approach to design + planning is rooted in the land, and brings together the best creative and strategic thinkers to foster a

harmonious relationship between sites and buildings and their surroundings.

Our work takes place in a variety of settings around the world. Yet the underlying factor in all that we do is the ideal of making successful and distinctive places where all will want to be.

01



Featured Projects

01 Yingze Streetscape, Taiyuan

In this heavily industrialized city in China's interior, we have restored a sense of place to an ancient urban corridor. Through gentle, historically rooted and locally relevant insertions throughout 2.6 miles of streetscape, our work has helped to spur a vibrant regeneration.



02 Bloomington Central Station

A mixed-use transit-oriented park between the Minneapolis/St. Paul International Airport and Mall of America, Bloomington Central Station is a green oasis amid urban sprawl — complete with walking paths, quiet garden rooms and concert lawns.



03 Black Law Wind Farm

Standing on the site of a former coal mine, wind turbines now produce clean, sustainable, renewable energy in Lanarkshire, Scotland. Our planning for Black Law helped to create the United Kingdom's largest operating wind farm.

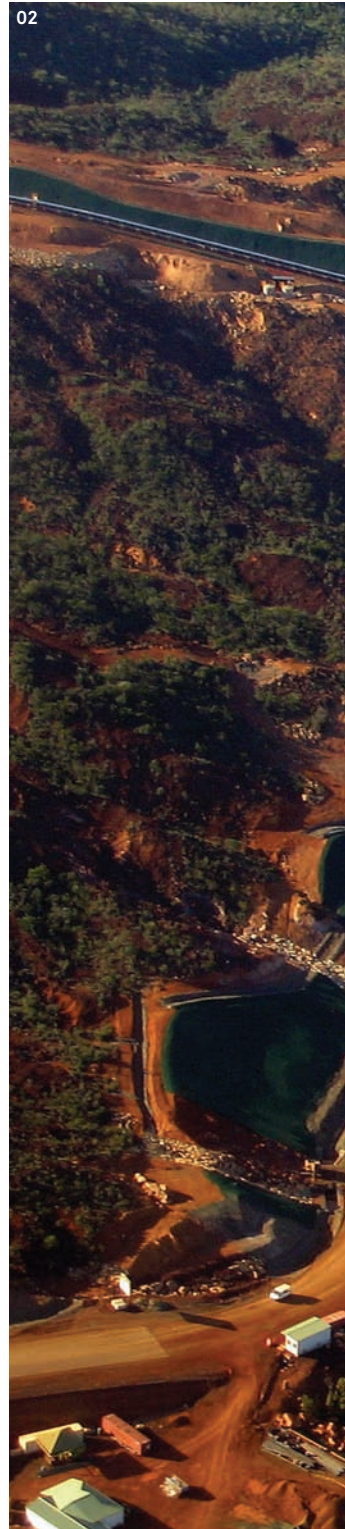
Economics

Working with AECOM engineers, planners and project managers, our financial analysts and economic advisors prepare business strategies, modeling, planning and policy advice to clients from the private and public sectors — including real estate developers, investment funds, municipal governments and public agencies. Our projects are worldwide in both developed and emerging societies.

01



02



Featured Projects

01 Baltimore Inner Harbor

After nearly 30 years as one of America's most popular tourist attractions, Baltimore's Inner Harbor needed a bit of rejuvenation. AECOM has prepared studies on how to best reposition the site in order to increase visitor numbers.

02 Goro Nickel Mine

At the South Pacific port facilities Goro Nickel Project on New Caledonia, AECOM developed an optimization study involving concept design of offshore works. We modeled shipping movements to determine the best options for handling bulk solids and liquids.



With more than 90 years of experience between AECOM and our legacy operations, we are leaders in engineering solutions for a sustainable energy future. Our mission is to help clients reduce energy consumption, develop renewable sources, cut carbon emissions and improve grid reliability through a unique combination of technologists, planners and project managers.

01



Featured Projects

01 Tajikistan-Afghanistan Power Line

The Asian Development Bank contracted AECOM to conduct a study on the technical, financial, economic, environmental and social feasibility of building a power line between Tajikistan and Afghanistan. As a result, the countries received US\$85 million in loans to construct the line.



02 Wayang Windu Geothermal

AECOM provided engineering services for Wayang Windu, the largest geothermal plant in Indonesia and one of the world's largest plants. We were responsible for the design, preparation of bid documents and construction supervision of a second turbine generator unit at the site's steam field.



Environment

AECOM creates innovative solutions to help our clients steward the environment. As a leading global environmental consultant, we understand the value of minimizing the impact of society and industry on our natural surroundings.

Featured Projects

01 Al Raha Beach Development

As part of a program and construction management contract, AECOM prepared environmental assessment reports for the project's dredging, reclamation, construction and operational phases. The tourism and residential development project benefited through improved environmental performance, increased compliance, improved contractor awareness and enhanced image with the public, regulators, authorities and investors.

01



03



04



02 Contaminated Land Management in Malaysia
Appointed by the Malaysian government, AECOM established a Contaminated Land Management (CLM) framework for the entire country. Setting a precedent across Southeast Asia, the CLM lays the foundation for structured management of contaminated land, protection of human health and safeguarding of the environment.

03 South Bay Salt Ponds Restoration
For the largest tidal wetland restoration project on the U.S. West Coast, AECOM prepared a conversion plan for a former commercial salt marsh site near San Francisco. The restored

15,000-acre site will feature wetlands and marshes, land and water trails, viewing platforms, interpretive stations, hunting and fishing.

04 Browse Liquid Natural Gas Precinct
On behalf of the Department of State Development of Western Australia, AECOM is coordinating the Strategic Environmental Assessment for the Browse LNG Precinct at James Price Point to enable processing of natural gas from the offshore Browse Basin. The assessment integrates natural environmental, social, and economic and heritage constraints and values into a comprehensive impact assessment study.

05 Petrom Oil Sludge Lagoon Remediation
For Romania's largest petrochemical company, AECOM was responsible for closure and rehabilitation of two oil sludge lagoons inside the Petrobrazi refinery in Brazi, Romania. Approximately 117,450 cubic yards of sludge were removed and treated offsite, while approximately 121,500 cubic yards of backfill were placed in order to rehabilitate the area.



Government

Around the world, AECOM partners with governments to provide technical, operations, systems and management solutions. With our clients, we strive to support global freedom and improve the quality of life for people everywhere.

01



Featured Projects

01 Garnaut Climate Change Review

Supported by the Australia Commonwealth Scientific and Industrial Research Organization, AECOM provided climate-change risk-assessment services that identified and assessed potential impacts to coastal settlement buildings, electricity distribution and transmission networks and water supply in major cities.



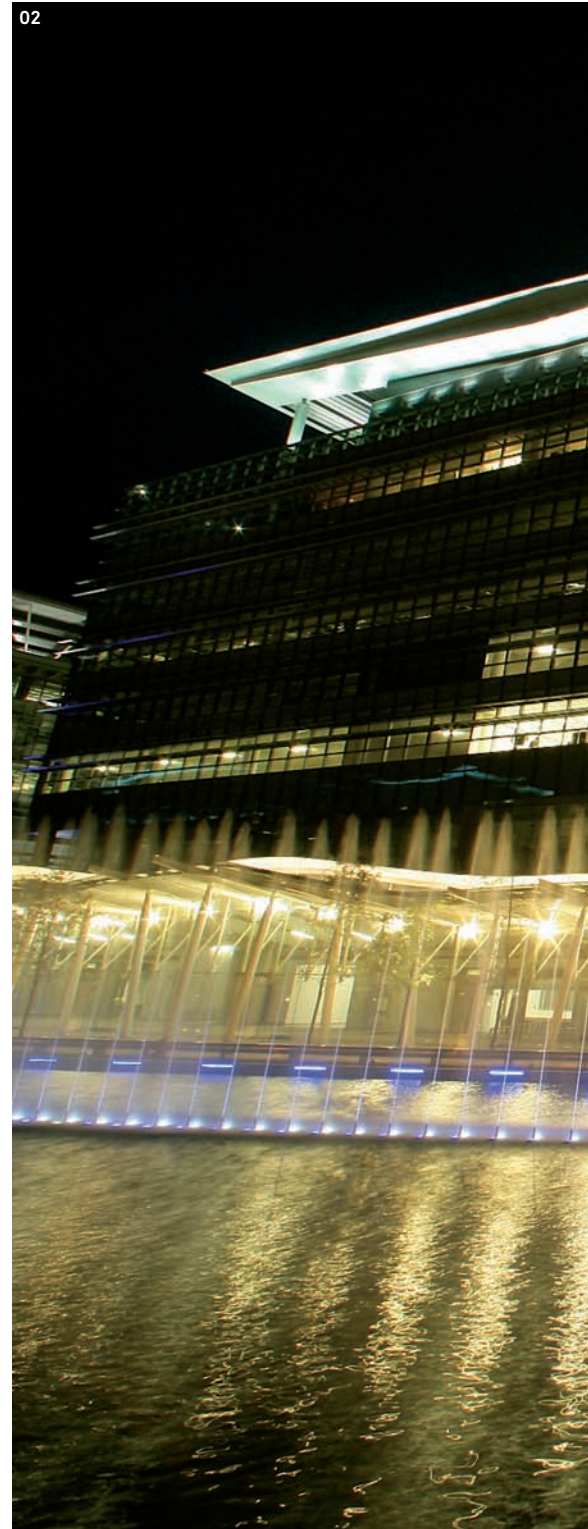
02 Global Maintenance and Supply Services (GMSS) Afghanistan and Kuwait

Through a GMSS contract, AECOM performs task orders that support the U.S. Army Sustainment Command's operations in Afghanistan and Kuwait. Our missions call for vehicle and equipment maintenance, logistic support, receipt and transport of materiel, base support operations and contingency planning.



Program Management

AECOM is a true global program management leader with offices in more than 100 countries. Entrusted by our clients with the management and control of hundreds of major capital programs, we oversee more than US\$300 billion of work around the world.



Featured Projects

01 Crossrail Program Partner

AECOM brings its expertise to this transportation project. When complete, Crossrail will run from Heathrow Airport on London's west side through new, 13-mile-long, twin-bore tunnels under central London to towns 20 miles to the east, increasing London's transportation network capacity by 10 percent.

02 Hong Kong Science Park Phase 2

Our multi-disciplinary experts are managing the second phase of this 54.34-square-acre project. A new technological infrastructure, the science park will create a suitable environment for research and development of biotechnology, precision engineering, electronics and information technology and telecommunications high-tech industries.

03 Lincoln Center Redevelopment

At one of the United States' most cherished cultural sites, AECOM provided program management and advisory services for the US\$1.2-billion redevelopment of New York City's Lincoln Center. The work on this iconic 16-acre campus included public spaces, performance venues and a new visitors' center.



Transportation

However people travel, chances are they will encounter a transportation system designed by AECOM's global network of experts. As industry leaders, we are constantly looking for safe, sustainable ways to keep people moving across cities, countries and continents.



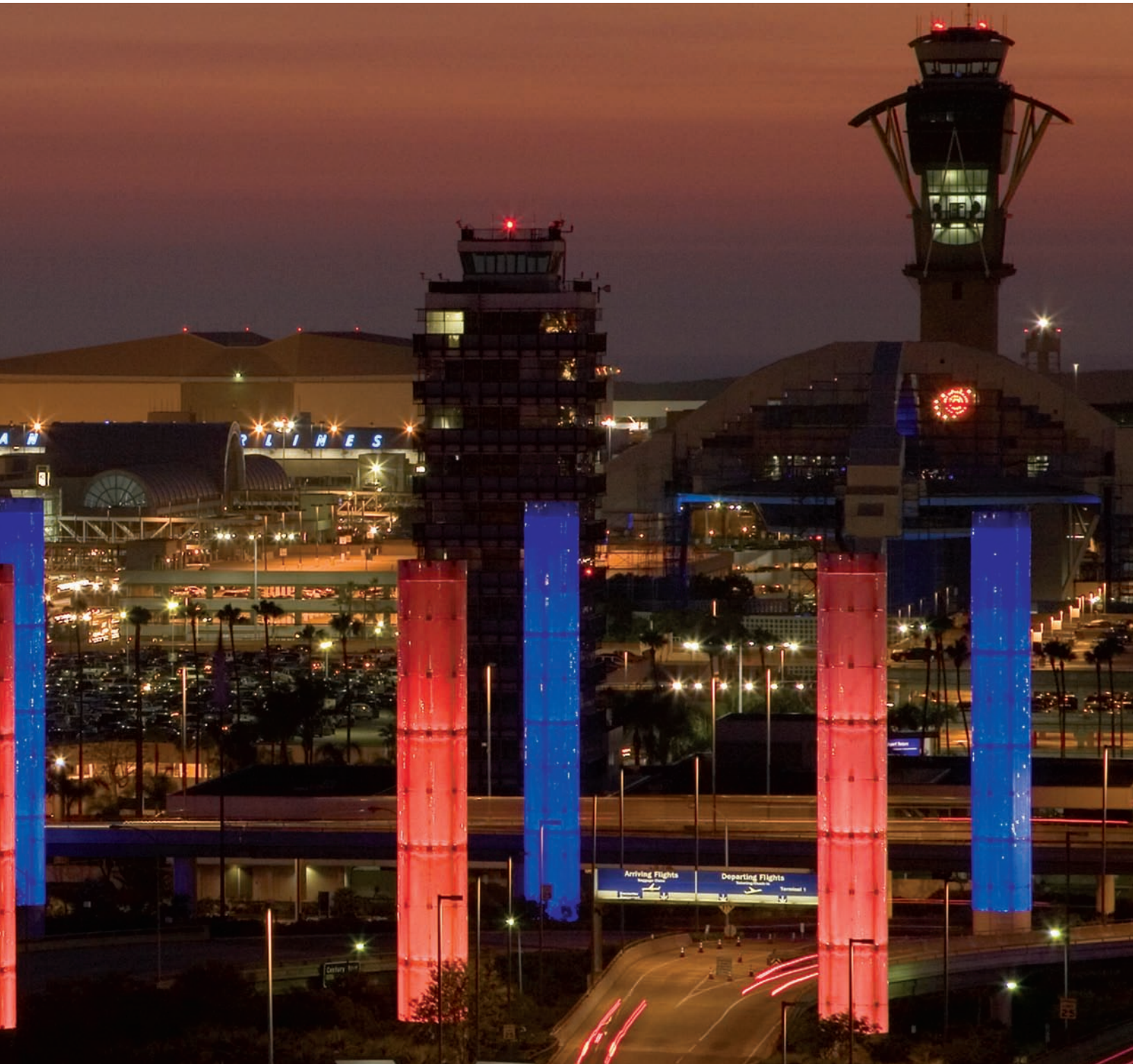
Featured Projects

01 Sutong Bridge

Partnering with the main contractor on this 3,559-foot cable-stayed bridge in China, AECOM supplied comprehensive services that included the contractor's alternative design, construction engineering, bridge aerodynamics and research and development. At completion, it was the world's longest bridge of its type.

02 Los Angeles International Airport

As program manager, AECOM is assisting its client, Los Angeles World Airports, in modernizing Los Angeles International Airport. The initial stage, which focuses on accommodating the next generation of commercial aircraft, includes defining and implementing the capital improvement plan. Currently underway are projects for new taxiway systems, new concourses and passenger processing facilities, and a new central utility plant for all the airport's terminals.



Around the world, AECOM specialists are working to tap into clean, dependable and sustainable water supplies, especially in communities where safe water is in short supply. We accept our responsibility to the environment and to deliver systems best suited to our clients' needs.

01



Featured Projects

01 Victoria Harbour

In one of the world's most densely populated cities, AECOM is overseeing the investigation, design and construction for Hong Kong's Victoria Harbour Area Treatment project. One of Hong Kong's most important environmental programs, the US\$900-million project encompasses the construction of 13 miles of deep sewer tunnels.



02 Rosedale Wastewater Treatment Plant Outfall

In a joint venture, AECOM delivered a feasibility study, specimen design and construction supervision services for New Zealand's Rosedale Wastewater Treatment Plant Outfall. A special project feature is the installation of nearly 1.5 miles of pipes into the seabed.



Management

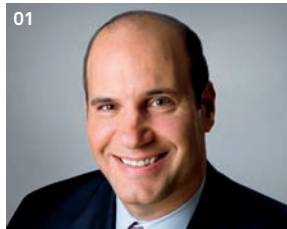
President and Chief Executive Officer

John M. Dionisio



Enterprise Management Team

01 Michael S. Burke
Executive Vice President and
Chief Financial Officer



02 Jane Chmielinski
Executive Vice President and
Chief Corporate Officer



03 James M. Jaska
Executive Vice President,
Government

04 Alan Krusi
Executive Vice President,
Corporate Development



05 Nigel C. Robinson
Executive Vice President,
Geographies

06 Frederick W. Werner
Executive Vice President,
Global Business Lines

Operations Leadership

David Barwell
Chief Executive, Middle East

Joseph E. Brown
Chief Executive, Planning,
Design and Development

Kennedy F. Dalton
Chief Executive, Europe

Richard Jackson
Chief Executive,
Australia, New Zealand

John L. Kinley
Chief Executive, North America

Al Konvicka
Chief Executive,
Federal Services Group

Anthony C. K. Shum
Chief Executive, Hong Kong,
China and Asia

James F. Thompson
Chief Executive,
International Government Services

Robert C. Weber
Chief Executive, Environment

Board of Directors

Richard G. Newman
Director, Chairman

John M. Dionisio
Director, President and
Chief Executive Officer

Francis S.Y. Bong
Director, Chairman Asia

H. Frederick Christie
Director

James H. Fordyce
Director

Dr. S. Malcolm Gillis
Director

Linda Griego
Director

Robert J. Lowe
Director

Norman Y. Mineta
Director

Dr. William G. Ouchi
Director

William P. Rutledge
Director

Committees

Audit Committee

William P. Rutledge, Chair
H. Frederick Christie
Linda Griego
Norman Y. Mineta
Dr. William G. Ouchi

Compensation/Organization Committee

H. Frederick Christie, Chair
James H. Fordyce
Linda Griego
Robert J. Lowe
Dr. William G. Ouchi

Nominating/Governance Committee

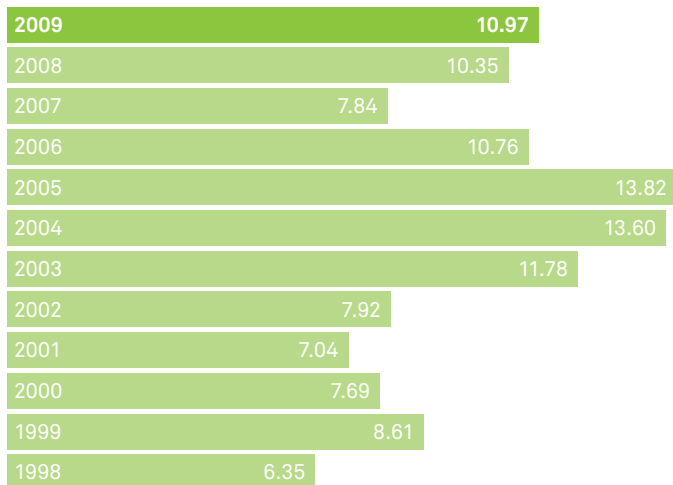
Dr. S. Malcolm Gillis, Chair
Linda Griego
Norman Y. Mineta
Dr. William G. Ouchi

Planning/Finance/ Investment Committee

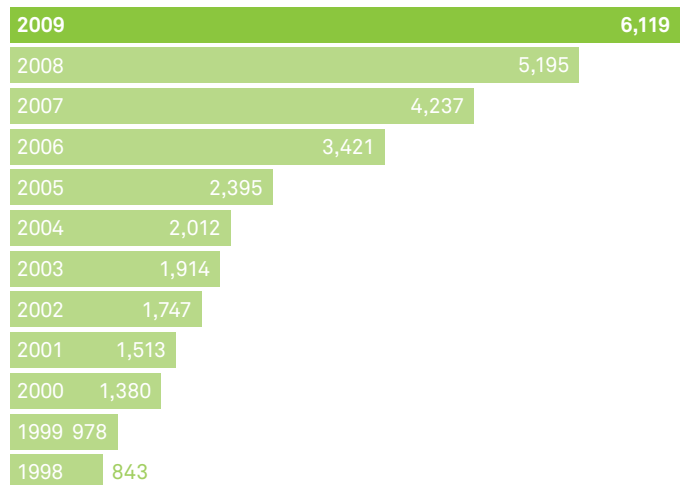
Robert J. Lowe, Chair
Francis S.Y. Bong
James H. Fordyce
Dr. S. Malcolm Gillis
Norman Y. Mineta
William P. Rutledge

Financial information

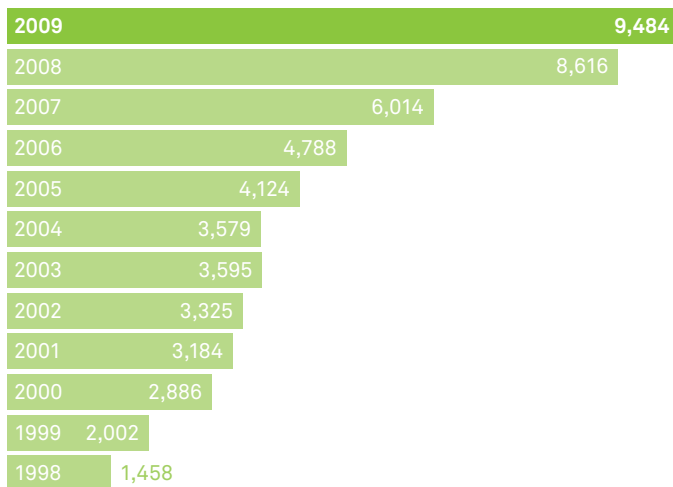
As the world works through its current economic challenges, AECOM closed out 2009 poised to continue our successful strategy of growing our diversified business through ongoing organic development and profitable acquisitions. With a healthy balance sheet, substantial cash reserves and dynamic credit lines, we are well positioned to continue extending our presence in global markets and delivering outstanding results to our shareholders.



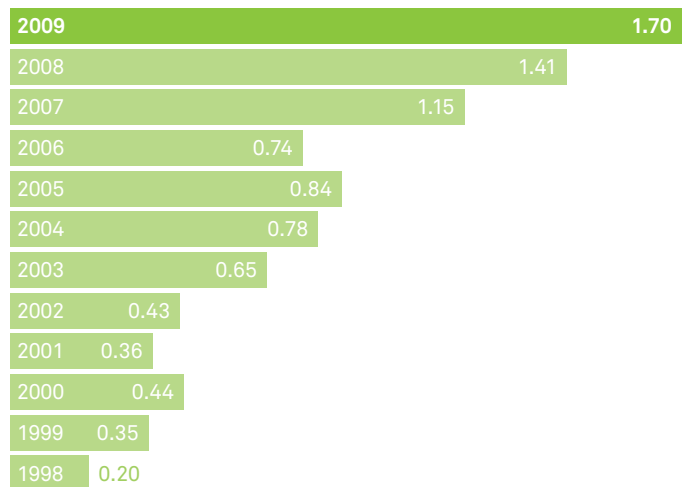
Return on Equity (in %)



Revenue (in US\$ millions)



Total Backlog (in US\$ millions)



Earnings Per Share – Continuing Operations US\$ (diluted)

Financial Highlights

Selected Financial Data
(In thousands, except per share information)

	2009	2008	2007
Results of Operations			
Revenue	\$ 6,119,465	\$ 5,194,682	\$ 4,237,270
Net Income	189,696	147,226	100,297
Financial Positions			
Current Ratio	1.42	1.46	1.61
Working Capital	\$ 657,796	\$ 663,871	\$ 597,655
Current Assets including held for sale	2,214,535	2,116,350	1,576,463
Total Assets	3,789,881	3,596,190	2,491,821
Long-term Debt	142,102	365,974	39,186
Equity and Redeemable Common and Preferred Stock and Stock Units (See Note 1)	1,729,718	1,422,993	1,278,485
Return on Equity	10.97%	10.35%	7.84%
Backlog			
Professional Technical Services	\$8,644,700	\$ 7,707,814	\$ 4,791,430
Total	9,484,409	8,616,346	6,014,054
Per Share Information (See Note 2)			
Basic EPS – Continuing Operations	\$ 1.73	\$ 1.44	\$ 1.37
Diluted EPS – Continuing Operations	1.70	1.41	1.15
Equity and Redeemable Common and Preferred Stock and Stock Units (in millions)	15.77	13.65	14.61
Weighted Average Shares Outstanding			
Basic	108,003	101,456	73,091
Diluted	109,706	104,215	87,537

Note 1: Amounts prior to 2007 include Redeemable Common and Preferred Stock and Units classified as temporary equity in accordance with GAAP.
Note 2: Share amounts presented prior to 2007 reflect the 2-for-1 stock split effected in the form of a 100% stock dividend on May 4, 2007.

2006	2005	2004	2003	2002	2001	2000	1999	1998
\$3,421,492	\$2,395,340	\$2,011,975	\$1,914,472	\$1,746,973	\$1,513,390	\$1,379,750	\$978,365	\$842,654
53,686	53,814	50,436	36,890	23,087	17,556	17,709	10,580	5,383
1.23	1.26	1.46	1.44	1.25	1.41	1.43	1.52	1.45
\$201,323	\$170,643	\$225,909	\$213,801	\$113,097	\$151,235	\$136,138	\$90,901	\$76,546
1,093,875	822,261	716,295	702,457	572,202	517,550	455,961	264,079	246,119
1,825,774	1,424,924	1,115,697	1,056,055	965,160	788,510	711,694	373,280	323,571
122,790	216,183	105,182	122,106	171,404	147,622	141,156	60,000	60,000
499,155	389,371	370,962	313,224	291,525	249,451	230,331	122,950	84,715
10.76%	13.82%	13.60%	11.78%	7.92%	7.04%	7.69%	8.61%	6.35%
\$4,124,325	\$3,716,687	\$3,175,021	\$3,595,445	\$3,324,677	\$3,184,243	\$2,886,071	\$2,001,550	\$1,457,922
4,788,225	4,124,187	3,578,721	3,595,445	3,324,677	3,184,243	2,886,071	2,001,550	1,457,922
\$0.94	\$0.93	\$0.86	\$0.67	\$0.45	\$0.37	\$0.47	\$0.37	\$0.21
0.74	0.84	0.78	0.65	0.43	0.36	0.44	0.35	0.20
6.87	6.09	5.77	5.48	5.40	5.05	5.76	4.08	3.13
54,856	51,880	52,600	52,858	51,630	47,130	37,876	28,742	26,002
72,658	63,978	64,254	57,178	54,002	49,408	40,022	30,106	27,076

Financial Highlights

Condensed Consolidated
Balance Sheets

CONDENSED CONSOLIDATED BALANCE SHEETS

Assets	2009	2008	2007	2006	2005
Current Assets					
Cash and Cash Equivalents and Marketable Securities	\$ 290,777	\$ 278,571	\$ 417,694	\$ 127,870	\$ 54,352
Accounts Receivables – Net	1,732,959	1,637,614	1,091,682	913,178	703,837
Current Assets Held for Sale	74,527	93,403	–	–	–
Prepaid Expenses and Other Current Assets	116,272	106,762	67,087	52,827	64,072
Total Current Assets	2,214,535	2,116,350	1,576,463	1,093,875	822,261
Property and Equipment – Net	228,835	223,217	118,202	90,323	79,528
Other Noncurrent Assets					
Goodwill	1,062,919	949,089	592,233	466,508	404,063
Other Long-term Assets	283,592	307,534	204,923	175,068	119,072
Total Other Noncurrent Assets	1,346,511	1,256,623	797,156	641,576	523,135
	\$3,789,881	\$3,596,190	\$2,491,821	\$1,825,774	\$1,424,924

CONDENSED CONSOLIDATED BALANCE SHEETS

Liabilities and Stockholders' Equity	2009	2008	2007	2006	2005
Current Liabilities					
Short-term Debt	\$ 13,268	\$ 7,898	\$ 1,926	\$ 2,716	\$ 4,165
Accounts Payable	401,239	397,063	228,350	265,192	179,810
Accrued Expenses and Other Current Liabilities	722,531	643,693	491,989	365,548	273,856
Billings in Excess of Costs on Uncompleted Contracts	333,952	296,910	192,400	143,283	122,825
Income Taxes Payable	19,585	18,944	42,664	35,646	11,373
Current Liabilities Held for Sale	50,325	63,834	–	–	–
Other Current Liabilities	15,839	24,137	21,479	80,167	59,589
Total Current Liabilities	1,556,739	1,452,479	978,808	892,552	651,618
Long-term Debt	142,102	365,974	39,186	122,790	216,183
Other Long-term Liabilities	336,635	334,694	174,253	112,970	126,243
Minority Interest	24,687	20,050	21,089	18,701	9,724
Redeemable Common and Preferred Stock and Stock Units	–	–	–	771,207	622,140
Notes Receivable from Stockholders	–	–	–	(36,552)	(36,103)
Redeemable Preferred Stock, Class D	–	–	–	–	75,000
Redeemable Preferred Stock, Class F	–	–	–	117,500	–
Redeemable Preferred Stock, Class G	–	–	–	117,500	–
Stockholders' Equity					
Common Stock	1,109	1,030	991	–	–
Preferred Stock	2,513	2,642	4,978	–	–
Stock Warrants issued with Class D Convertible Preferred Stock	–	–	–	–	1,605
Additional Paid-in Capital	1,458,326	1,309,493	1,224,164	(254,225)	(176,089)
Retained Earnings	414,345	221,377	74,563	–	–
Accumulated Other Comprehensive Loss	(146,575)	(111,549)	(26,211)	(36,669)	(65,397)
Total Stockholders' Equity	1,729,718	1,422,993	1,278,485	(290,894)	(239,881)
	\$3,789,881	\$3,596,190	\$2,491,821	\$1,825,774	\$1,424,924

Financial Highlights

Condensed Consolidated
Statements of Income

CONDENSED CONSOLIDATED SUMMARY FINANCIAL STATEMENTS

	2009	2008	2007	2006	2005
Revenue	\$ 6,119,465	\$ 5,194,682	\$ 4,237,270	\$ 3,421,492	\$ 2,395,340
Costs and Expenses					
Cost of Revenue	5,768,262	4,907,784	4,039,317	3,278,430	2,277,978
Equity in Earnings of Joint Ventures	22,557	22,191	11,828	6,554	2,352
General and Administrative Expenses	86,894	70,582	53,842	46,207	21,414
Income from Operations	286,866	238,507	155,939	103,409	98,300
Other Income/Expense					
Minority Interest	14,182	13,390	16,404	13,924	8,453
Interest Expense (Income), net	10,691	(1,336)	3,321	10,576	7,054
Gain on Sale of Equity Investment	—	—	11,286	—	—
Other (Income) Expense	(1,713)	3,438	—	—	—
Total Other Expense, net	23,160	15,492	8,439	24,500	15,507
Earnings Before Taxes	263,706	223,015	147,500	78,909	82,793
Income Tax Expense	77,002	76,493	47,203	25,223	28,979
Income from Continuing Operations	186,704	146,522	100,297	53,686	53,814
Discontinued Operations, Net of Tax	2,992	704	—	—	—
Net Income	\$ 189,696	\$ 147,226	\$ 100,297	\$ 53,686	\$ 53,814
Net Earnings Per Share:					
Basic – Continuing Operations	\$ 1.73	\$ 1.44	\$ 1.37	\$ 0.94	\$ 0.93
Diluted – Continuing Operations	\$ 1.70	\$ 1.41	\$ 1.15	\$ 0.74	\$ 0.84
Basic – Discontinued	\$ 0.03	\$ 0.01	—	—	—
Diluted – Discontinued	\$ 0.03	—	—	—	—

CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

	2009	2008	2007	2006	2005
Cash Flows from Operating Activities					
Net Income	\$ 189,696	\$ 147,226	\$ 100,297	\$ 53,686	\$ 53,814
Depreciation and amortization	84,117	62,752	45,126	39,830	19,928
Equity in earnings of unconsolidated joint ventures	(22,557)	(22,191)	(11,828)	(6,554)	(2,352)
Distribution of earnings from unconsolidated affiliates	18,689	20,162	10,912	6,867	364
Non-cash stock compensation	25,971	24,147	24,966	14,779	3,214
Excess tax benefit from share based payment	(14,969)	(20,586)	(7,225)	–	–
Write-off of deferred financing costs and make whole premium	–	–	3,166	2,100	–
Interest Income on notes from stockholders	–	–	(754)	(2,111)	(2,008)
Other, net	(65,196)	(55,415)	(27,197)	12,669	(26,373)
Net Cash Provided by Operating Activities from Continuing Operations	215,751	156,095	137,463	121,266	46,587
Net Cash Provided by Discontinued Operations	2,580	1,732	–	–	–
Net Cash Provided by Operating Activities	218,331	157,827	137,463	121,266	46,587
Cash Flows from Investing Activities					
Payments for capital expenditures, net	(62,924)	(69,086)	(42,978)	(10,999)	(30,390)
Sale and purchases of investment securities, net	81,449	119,334	(200,783)	–	–
Payments for business acquisitions, net of cash acquired and net of proceeds from sales of businesses	(35,719)	(566,900)	(158,742)	(53,296)	(158,894)
Other, net	2,904	(4,653)	12,979	(7,520)	52,289
Net Cash Used for Investing Activities	(14,290)	(521,305)	(389,524)	(71,815)	(136,995)
Cash Flows from Financing Activities					
Net proceeds from issuance of common stock	91,433	–	468,280	–	–
Proceeds from borrowings under credit agreements	6,740	333,350	197,579	342,161	130,000
Repayments of borrowings under long-term debt	(239,368)	(21,265)	(287,084)	(442,013)	(9,106)
Other, net	30,468	34,624	(40,612)	123,650	(36,817)
Net Cash (Used in) Provided by Financing Activities	(110,727)	346,709	338,163	23,798	84,077
Effect of Exchange Rate Changes on Cash	341	(3,020)	2,939	269	196
Increase (Decrease) in Cash and Cash Equivalents	93,655	(19,789)	89,041	73,518	(6,135)
Cash and Cash Equivalents at Beginning of Year	197,122	216,911	127,870	54,352	60,487
Cash and Cash Equivalents at End of Year	\$ 290,777	\$ 197,122	\$ 216,911	\$ 127,870	\$ 54,352

Shareholder Information/ Forward-Looking Statements

Shareholder Information

Corporate Office

555 South Flower Street, Suite 3700
Los Angeles, CA 90071-2300
T 213.593.8000
F 213.593.8727
www.aecom.com

Independent Registered Public Accounting Firm

Ernst & Young LLP

Corporate Counsel

Gibson, Dunn & Crutcher LLP

Registrar and Transfer Agent

Computershare Investor Services LLC
250 Royall Street
Canton, MA 02021
T (U.S.) 800.662.7232
T (Outside U.S.) 781.575.4238
www.computershare.com

Primary Investor Relations Contact

Paul Cyril
Vice President — Investor Relations
T 212.973.2982
E paul.cyril@aecom.com

Form 10-K

A copy of our Annual Report on Form 10-K, as filed with the Securities and Exchange Commission, will be furnished without charge to any shareholder upon written request. Requests should be sent via e-mail to paul.cyril@aecom.com. The Form 10-K can also be accessed on our Web site at <http://investors.aecom.com> where you can click on "SEC Filings."

Forward-Looking Statements

This Annual Report contains forward-looking statements of historical fact. Forward-looking statements often address our expected future business and financial performance, and often contain words such as "expect," "anticipate," "intend," "plan," "believe," "seek," or "will."

Forward-looking statements address matters that by their nature are uncertain. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements. Some of the factors that could cause or contribute to such differences are listed and discussed in Item 1A-Risk Factors of our most recent Annual Report on Form 10-K. We do not intend, and undertake no obligation, to update any forward-looking statement.

Report of Independent Registered Public Accounting Firm

The Board of Directors and Stockholders of AECOM Technology Corporation

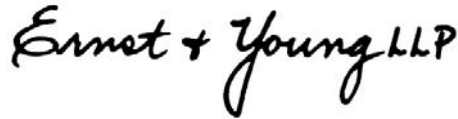
We have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated financial statements of AECOM Technology Corporation for each of the five years in the period ended September 30, 2009 (none of which are presented herein).

We expressed unqualified opinions on the aforementioned consolidated financial statements. The information set forth in the selected financial data for each of the five years in the period ended September 30, 2009, appearing

on pages 44 through 49, other than current ratio, working capital, return on equity, and backlog, were derived from the consolidated financial statements which we audited.

In our opinion, the aforementioned information derived from the consolidated financial statements is fairly stated in all material respects in relation to those consolidated financial statements.

Ernst & Young LLP
Los Angeles, California
November 25, 2009

The image shows the handwritten signature of Ernst & Young LLP in black ink. The signature is written in a cursive, flowing style, with the letters 'E' and 'Y' being particularly prominent and stylized. The text 'Ernst & Young LLP' is clearly legible despite the cursive script.

Credits

Design and production:
Landor Associates
San Francisco, CA, U.S.A.
www.landor.com

Copywriting: John Altdorfer

Printing: Wheal-Grace
New Jersey, U.S.A.

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AECOM
555 South Flower Street, Suite 3700
Los Angeles, CA 90071-2300

T 213.593.8000
F 213.593.8727
E info@aecom.com
www.aecom.com

AECOM (NYSE: ACM) is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government.

With approximately 45,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that enhance and sustain the world's built, natural and social environments.

A *Fortune 500* company, AECOM serves clients in more than 100 countries and had revenue of US\$6.1 billion during its fiscal year 2009.