

ESG Investor Presentation

May 2022

UKRAINIAN RELIEF EFFORTS

Ukraine

With Russia's unlawful invasion of Ukraine having devastated countless lives and displaced millions of people, our teams in Romania, Poland and surrounding areas are contributing to on-the-ground relief efforts. In addition, AECOM has launched a \$100,000 global employee match campaign to support the dedicated Ukraine relief funds.

Delivering a better world

Disclosures

Forward-Looking Statements

All statements in this communication other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including any statements of the plans, strategies and objectives for future operations, profitability, strategic value creation, coronavirus impacts, risk profile and investment strategies, and any statements regarding future economic conditions or performance, and the expected financial and operational results of AECOM. Although we believe that the expectations reflected in our forward-looking statements are reasonable, actual results could differ materially from those projected or assumed in any of our forward-looking statements. Important factors that could cause our actual results, performance and achievements, or industry results to differ materially from estimates or projections contained in our forward-looking statements include, but are not limited to, the following: our business is cyclical and vulnerable to economic downturns and client spending reductions; impacts caused by the coronavirus and the related economic instability and market volatility, including the reaction of governments to the coronavirus, including any prolonged period of travel, commercial or other similar restrictions, the delay in commencement, or temporary or permanent halting of construction, infrastructure or other projects, requirements that we remove our employees or personnel from the field for their protection, and delays or reductions in planned initiatives by our governmental or commercial clients or potential clients; losses under fixed-price contracts; limited control over operations run through our joint venture entities; liability for misconduct by our employees or consultants; failure to comply with laws or regulations applicable to our business; maintaining adequate surety and financial capacity; potential high leverage and inability to service our debt and guarantees; ability to continue payment of dividends; exposure to political and economic risks in different countries, including tariffs; currency exchange rate and interest fluctuations; retaining and recruiting key technical and management personnel; legal claims; inadequate insurance coverage; environmental law compliance and adequate nuclear indemnification; unexpected adjustments and cancellations related to our backlog; partners and third parties who may fail to satisfy their legal obligations; AECOM Capital real estate development projects; managing pension cost; cybersecurity issues, IT outages and data privacy; risks associated with the expected benefits and costs of the sale of our Management Services and self-perform at-risk civil infrastructure, power construction and oil and gas construction businesses, including the risk that any contingent purchase price adjustments from those transactions could be unfavorable and result in lower aggregate cash proceeds and any future proceeds owed to us under those transactions could be lower than we expect; as well as other additional risks and factors that could cause actual results to differ materially from our forward-looking statements set forth in our reports filed with the Securities and Exchange Commission. Any forward-looking statements are made as of the date hereof. We do not intend, and undertake no obligation, to update any forward-looking statement.

Non-GAAP Financial Information

This 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 net/operating income, adjusted tax rate, net service revenue and free cash flow provide a meaningful perspective on its business results as the Company utilizes this information to evaluate and manage the business. We use adjusted EBITDA, adjusted EPS, adjusted net/operating income and adjusted tax rate to exclude the impact of non-operating items, such as amortization expense, taxes and non-core operating losses to aid investors in better understanding our core performance results. We use free cash flow to represent the cash generated after capital expenditures to maintain our business. We present net service revenue to exclude 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.

Our non-GAAP disclosure has limitations as an analytical tool, should not be viewed as a substitute for financial information determined in accordance with GAAP, and should not be considered in isolation or as a substitute for analysis of our results as reported under GAAP, nor is it necessarily comparable to non-GAAP performance measures that may be presented by other companies. A reconciliation of these non-GAAP measures is found in the Regulation G Information tables at the back of this release.



TROY RUDD
Chief Executive Officer

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

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

LARA POLONI
President



ESG Is a Priority for Our Clients and Our Company

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

AECOM IS A KEY ENABLER OF OUR CLIENTS' ACHIEVING THEIR ESG AMBITIONS

Sustainable Legacies – The Next Phase of Our ESG Strategy



Embed sustainable development and resilience across our work

- To solve for carbon using ScopeX, our AECOM platform for designing out at least 50% of carbon on major projects
- To align with our clients' ambitions, increasing the depth and breadth of our ESG and Sustainability services each year
- To work with clients and partners to drive innovation in climate change, sustainable design, social value and governance
- To embed net-zero, resilience and social value targets into our client account management program and the work we bid for
- To measure key impacts such as carbon emissions, climate resilience and social value on client projects



Improve social outcomes

- To deliver social value through our business, empowering staff and delivering projects that proactively improve social value outcomes to individuals, communities and society in general
- To ensure our teams reflect the diversity of the clients and communities we serve
- To promote social equity, diversity and inclusion in our supply chain and communities through partnerships with small and minority-owned businesses
- To make strategic community investments that positively impact clients and society, including through employee-driven community investment opportunities
- To ensure women comprise at least 20 percent of senior leadership roles and at least 35 percent of the overall workforce in the near term
- To achieve specific and culturally relevant diversity goals implemented within each region of our business, while investing in underrepresented groups within the regions of our business



Achieve net-zero carbon emissions

- Following our achievement of operational net zero in 2021, maintain operational net zero status, including through ongoing emissions reductions
- Reflecting our more ambitious emissions reduction targets approved by the Science-Based Targets initiative in April 2022, reach science-based net-zero by 2040 by:
 - Achieving a near-term 50 percent reduction in total Scope 1, 2 and 3 emissions by 2030
 - Achieving a long-term 90 percent reduction in total emissions by 2040
 - Developing carbon reduction targets in partnership with our supply chain
 - Decarbonizing fleet vehicles and increasing renewable energy use
 - Creating our own nature-based solution projects



Enhance governance

- To leverage our enterprise framework to continually assess ESG risk in potential projects and evaluate the framework to ensure ongoing alignment with best practices
- To drive leadership accountability and advocacy through ongoing specific ESG goals / metrics in annual goals
- To ensure strong employee engagement through 100% compliance of required ethics, compliance, safety and ESG specific training programs
- To track and report on ESG performance targets in line with leading industry benchmarks (i.e., Sustainability Accounting Standards Board [SASB] and Task Force on Climate-related Financial Disclosures [TCFD])

Sustainable Legacies – Progress Against Our ESG Strategy



Embed sustainable development and resilience across our work



Improve social outcomes



Achieve net-zero carbon emissions



Enhance governance

OUR TARGETS

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

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

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

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

OUR PROGRESS

- ✓ Leveraging Sustainable Legacies to create competitive advantages to win key pursuits
- ✓ Positioned to grow ESG Advisory services in FY'22
- ✓ Advancing ScopeX™ initiatives to accelerate our ESG offering for clients
- ✓ Leading Sustainable Markets Initiative taskforce on ESG measurement and transparency

- ✓ Progressing on our near-term gender diversity targets with continued increases in diversity in FY'21 for both our overall workforce and in senior leadership roles
- ✓ Implemented diversity-specific KPIs and associated near- and long-term targets in each region within our business
- ✓ Committed to donating up to \$100,000 for Ukraine support efforts through employee match campaign

- ✓ Achieved operational net zero for FY'21
- ✓ Set net zero emissions targets approved by SBTi, the first US-based company in the engineering and construction sector to do so
- ✓ Implemented our Travel with Purpose program to maintain substantial business travel reduction
- ✓ Conducting supplier outreach program to gain insights into key partners' ESG programs
- ✓ Initiated work on our own in-house nature-based solution projects for carbon sequestration

- ✓ Incorporated ESG-related KPIs in CEO and executive officer compensation for FY'22
- ✓ Completed sustainability-linked financing amendment in February 2021
- ✓ Published AECOM's global ESG Report in November 2021 that incorporated TCFD and SASB disclosures
- ✓ Implemented ESG risk frame to ensure work aligns with our Sustainable Legacies strategy and are updating post COP26 to ensure full alignment with climate science
- ✓ Achieved 100% training compliance in FY'21

Our ScopeX™ Process

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

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

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

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



Our Culture Embraces ESG and Delivering a Better World

ENVIRONMENT

- Affirmed emissions reduction goals that include a commitment to achieve operational net zero in 2021 and to achieve Science-Based net zero by 2030
 - AECOM was the first U.S.-based company in its sector to have set such targets
- Achieved a 24% reduction in our Scope 1 and 2 emissions and a 5% reduction in supply chain emissions in FY20 (vs. FY18), putting us ahead of schedule on our targets
- Advancing our *Workplace of the Future* initiative to enable greater work flexibility and further reduce our real estate portfolio and professional travel

SOCIAL

- Increased the number of women in leadership roles by nearly 100% compared to 2015
- Set near-term targets to increase the percentage of women across the company to at least 35% and the percentage of women in leadership roles to at least 20%
- Launched *Thrive with AECOM*, our equity, diversity and inclusion strategy (ED&I) to focus on our commitment to reaching our ED&I goals
- Continue to safeguard our people with a best-in-class Lost Workday Case Rate of 0.03 with a Total Recordable Incident Rate of 0.16 in our Professional Services business in FY20

GOVERNANCE

- CEO compensation plan incorporates ESG KPIs – including advancement of diversity objectives and achievement of high external ESG ratings
- Completed amendment to our credit facilities in FY21, which included pricing incentives and penalties based on the achievement of certain sustainability- and diversity-linked objectives
- Substantially improved governance profile, including separate Chairman / CEO roles, proxy access, majority voting and special meeting rights

**SAFEGUARDING OUR PEOPLE,
CLIENTS AND COMMUNITIES IS A
CORE VALUE AT AECOM**



Total Recordable Incident Rate (TRIR)



Lost Workday Case Rate (LWCR)

Best Positioned to Advance Our Clients' ESG Priorities

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

ESG is a top priority for nearly every client and in nearly every market – more than 1,500 companies and 800 cities globally have set net zero targets.

Our comprehensive knowledge-based solutions are critical to clients who are addressing multi-decade decarbonization and sustainability initiatives.



Source: 2021 / 2022 ENR Rankings, reflecting global revenue.

#1

Environmental Engineering Firm
 Environmental Science Firm
 Transportation Facilities
 Airports
 Bridges
 Dams and Reservoirs
 Education
 Health Care
 Water Treatment Lines and Aqueducts

#2

Green Design Firm
 Hazardous Waste
 Chemical Remediation
 Site Assessment and Compliance

#3

Marine and Ports
 Sewer and Waste
 Water Supply
 Water Treatment
 Clean Air Compliance

#4

Green Contractor

#5

Program Management

CRITICAL CLIENT FOCUS AREAS:

- ✓ Urbanization and de-densification in a post-pandemic world
- ✓ Electrification of transit and autonomous transportation
- ✓ Environmental consulting and remediation – e.g., PFAS
- ✓ New Energy and Energy Storage – achieving a net zero-carbon society
- ✓ Master planning to advance community equity and economic prosperity
- ✓ Digital disruption and transformation
- ✓ Clean water
- ✓ Strengthening the resiliency of our communities to adapt to climate change

WE ARE DELIVERING A BETTER WORLD IN PARTNERSHIP WITH OUR CLIENTS

Advising and Delivering for Our Clients Throughout the Project Lifecycle

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



ADVISING ON THE FUTURE OF INFRASTRUCTURE AND BUILDING A BETTER WORLD

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

PROGRAM MANAGEMENT

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

PROJECT DESIGN & EXECUTION

- Developing detailed design, engineering, architectural and scientific work for our clients
- Delivering programs with the highest quality and more efficiently
- Extending our digital capabilities to broaden the value we can bring to clients

AIULA, SAUDI ARABIA



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

NATURAL CAPITAL LABORATORY



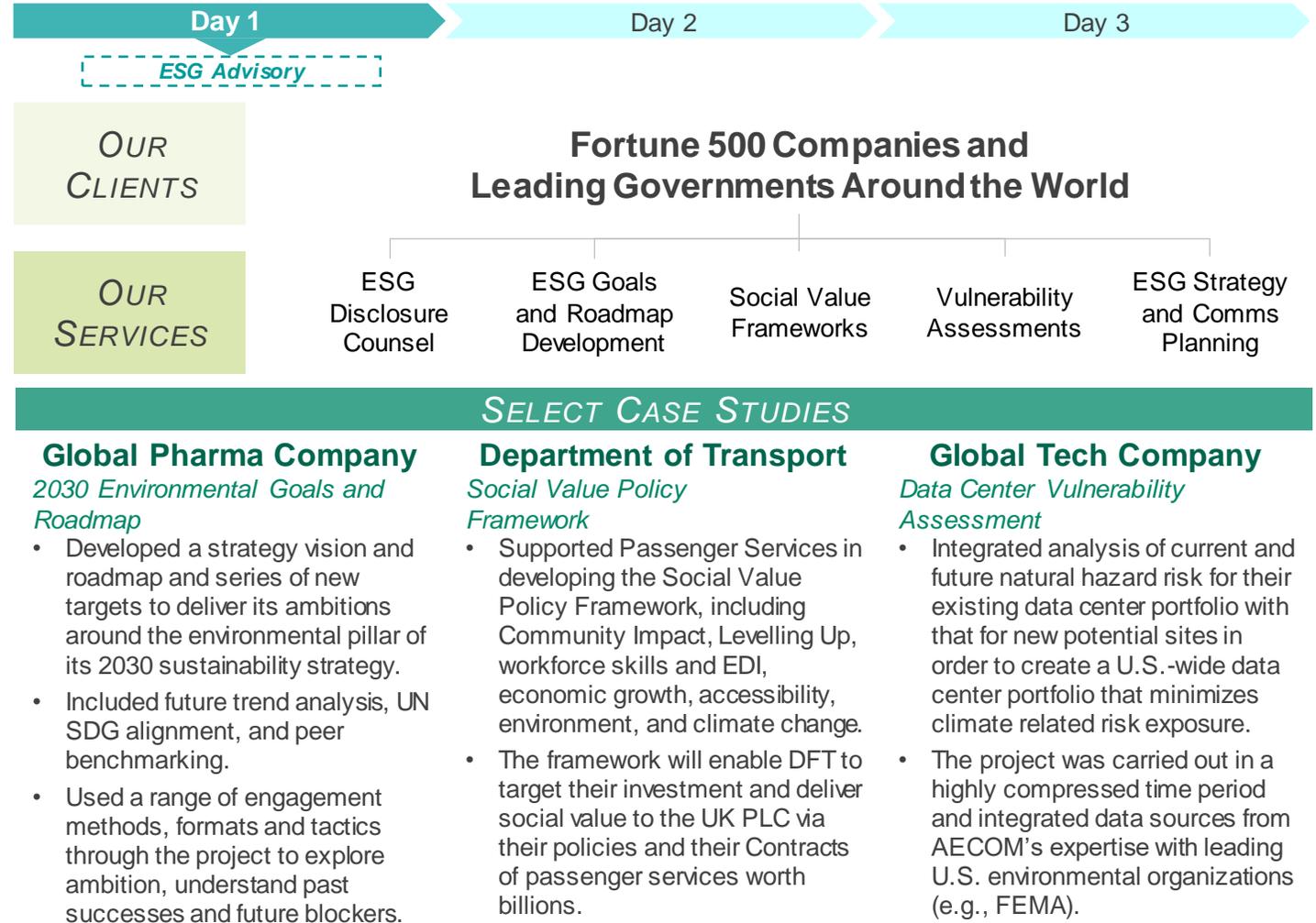
Established in 2019 by AECOM, the NCL is focused on identifying, quantifying, and valuing the impacts of biodiversity and re-wilding while restoring 100 acres of forest and reintroducing lost species.



The scale and expertise of our core design, architecture, engineering, program management, and scientific capabilities provide critical complements to these services and significantly distinguishes us from our peers

Holistically Advising Our Clients on Their Growing ESG Ambitions

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



Broadening Our Engagements through Program Management

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



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

SELECT CASE STUDIES



NEOM Bay

- Delivering program management and backbone design services for the mega-project in Saudi Arabia that will span a 45-square kilometer area and expects to be net carbon zero and powered exclusively by clean energy



Los Angeles DOT

- Planning and designing four bus facility retrofits to provide infrastructure for more than 500 new electric bus charging stations as part of the LADOT's commitment to electrifying 100% of buses by 2030



AIUla

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

Delivering on the Design and Execution of Our Clients' ESG Projects

- As the number one ranked transportation design firm, facilities design firm, environmental science and engineering firm and number two water design firm, as ranked by ENR, we are ideally suited to deliver on our clients' projects through to the execution and design stage of a project.
- We bring an established resume of executing on ESG-specific projects, including in new energy, environment, water, sports and other facilities.
- With our life cycle advisory and program management engagements with clients, we are at a competitive advantage as a result of strengthened client relationships.



Project Design & Execution

- *Developing detailed design, engineering, architectural and scientific work for our clients*
- *Delivering programs with the highest quality and more efficiently*
- *Extending our digital capabilities to broaden the value we can bring to clients*

SELECT CASE STUDIES



Shell Hydrogen Stations

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



Intuit Dome

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



Lower Manhattan

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

Well Aligned with Infrastructure, Water and Environment Priorities

- Several of the Biden Administration's top policy priorities are well aligned with our industry-leading capabilities and our focus on ESG
 - Nearly every line item in the more than \$1.2 trillion Infrastructure Investment and Jobs Act is addressable by AECOM, including accelerating use of clean energy in transportation, energy and building sectors
 - Includes specific funding for zero emission public transit, buildings and rail systems, and clean water and coastal restoration
 - PFAS is anticipated to be designated as a hazardous substance by the EPA in FY'23, which would accelerate demand in the estimated \$160+ billion market where we lead the industry
- Our U.S. state and local clients, which is our largest client sector in the Americas, are also benefitting from stronger budgets
 - According to the National Association of State Budget Officers, 32 states have reported revenue recollections that are ahead of expectations so far in fiscal year 2022
 - Combined with positive state tax receipts, most states are expected to have budgets above pre-COVID levels

**BIDEN INITIATIVES PROVIDE
KEY CLIENT SUPPORT**

\$1.2T

*Bipartisan Infrastructure Law signed by
President Biden in November 2021*

32

*States Reporting Revenue Collections
Ahead of Expectations in FY'22,
Providing for Strong Fiscal Health*

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

Investing in Innovation

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

- ✓ [De-Fluoro™](#), our patent-pending PFAS remediation technology
- ✓ [Environmental Engagement](#), a first-of-its-kind digital EIS platform
- ✓ [PRISM™](#), our Predictive Integrated Stratigraphic Modeling tool that more accurately predicts contaminant migration pathways at complex remedial sites
- ✓ Proprietary [algae remediation process](#)
- ✓ Leading-edge [COVID water detection](#) technology to help communities combat the global pandemic

Addressing Growing ESG Priorities

These services and capabilities are ideally suited to address our clients' growing demands to address ESG related concerns and challenges.

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

Thrive with AECOM – Our Employee Development and ED&I Programs

Creating opportunity through equity, diversity, and inclusion.



Building diverse talent

- To tackle the world’s most complex challenges, we attract, hire, and develop talented people of all backgrounds, and ensure inclusivity and fairness in our sourcing, interview and hiring processes.
- Through our partnerships with nonprofit organizations and universities, we offer robust internships, graduate development programs and volunteer opportunities that help give underserved populations access to STEAM education.

**MAKE
AMAZING
HAPPEN**



Expanding understanding

- To help every employee feel valued and included, we’re creating an inclusive workplace through community-building, training and family-friendly benefit policies.
- We conduct regular employee surveys and “real talk” discussions to understand our employees’ experiences and provide a forum for deeper understanding and empathy.
- Our employee resource groups create a sense of belonging and lead community outreach, and strategic mentorships promote ongoing dialogue and heightened awareness.

AECOM University



Thinking without limits

- Fostering equity, diversity and inclusion can’t be done in a silo. By cultivating a workforce that more closely represents our clients and the communities we serve, we are able to better anticipate and respond to their needs.
- Further, we prioritize the social impact and benefits of equity, diversity and inclusion, factoring in these considerations into every project we pursue and the innovative solutions we deliver.

**WITHOUT
LIMITS**



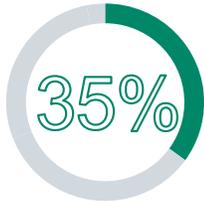
Enriching communities

- Our *Blueprint for a Better World* platform reflects our responsibility to champion equity, diversity and inclusion in our communities through pro-bono work, volunteerism, philanthropy and strategic partnerships with global nonprofit organizations like Engineers Without Borders and Water for People.
- We deepen our engagement with communities through our commitment to supplier diversity, providing leadership to ensure that diverse-owned businesses are supported and successful.

**BLUEPRINT
FOR A BETTER
WORLD**

ESG by Business: Transportation

Advancing Next Generation Transportation Networks



Of TTM NSR¹
(as of Q2'22)

#1

*Transportation
Design Firm*

#1

*Aviation and Highways
Design Firm*

- We have established industry-leading transportation capabilities as the largest transportation design firm as ranked by ENR
- We are close partners with our public and private sector transportation clients as they shift to developing more sustainable transportation models
 - For instance, we are transforming electric charging infrastructure for the [Los Angeles Department of Transit](#), which is investing to convert its bus fleet to electric operations
 - We are also advancing autonomous buses through our partnership with the [Automated Bus Consortium](#)
- Our offering includes the development of more sustainable facilities and energy master plans for some of the largest transportation hubs and networks in the world
 - In New York, we have designed [new subway stations](#) that were awarded the Green Building Design award from the U.S. EPA
 - For the [San Diego International Airport](#), we developed an energy master plan that contributed to a more than 66% reduction in greenhouse gas emissions
 - We prepared an environmental strategy to help Network Rail in the U.K. achieve its net zero target by 2050

ESG by Business: Facilities

Leading the Development of Green Buildings Around the World



Of TTM NSR¹
(as of Q2'22)

#2

*Green Building
Design Firm*

#4

*Green Building
Contractor*

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

ESG by Business: Environment & Water

Contributing a Cleaner and Safer Environment

BUSINESS PROFILE



Of TTM NSR¹
(as of Q2'22)

#1

Environment
Firm

#1

Chemical Remediation
Firm

#3

Water Design Firm

- As the largest environment firm and largest chemical remediation firm as ranked by ENR, we bring an industry-leading resume to our global water and environmental projects
- In partnership with Rockefeller Foundation, we developed climate resiliency strategies for [more than 30 major metros](#) around the world
- We are also developing proprietary technologies to extend our market leading position
 - This includes patent-pending technologies to combat toxic pollutants, such as [De-Fluoro™](#) that destroys PFAS on site
 - In addition, we have developed [Environmental Engagement](#), a first-of-its-kind digital environmental impact statement (EIS) platform
 - We have also developed unique [aerobic granular sludge \(AGS\)](#) systems that can significantly increase wastewater throughput without substantial capex by achieving up to 50% lower energy and 75% fewer land requirements

Source: 2021 / 2022 ENR Rankings, reflecting global revenue.

ESG by Business: New Energy

Partnering with Leading Companies to Design Next Generation Energy Infrastructure



Of TTM NSR¹
(as of Q2'22)

#7

*Solar Power
Design Firm*

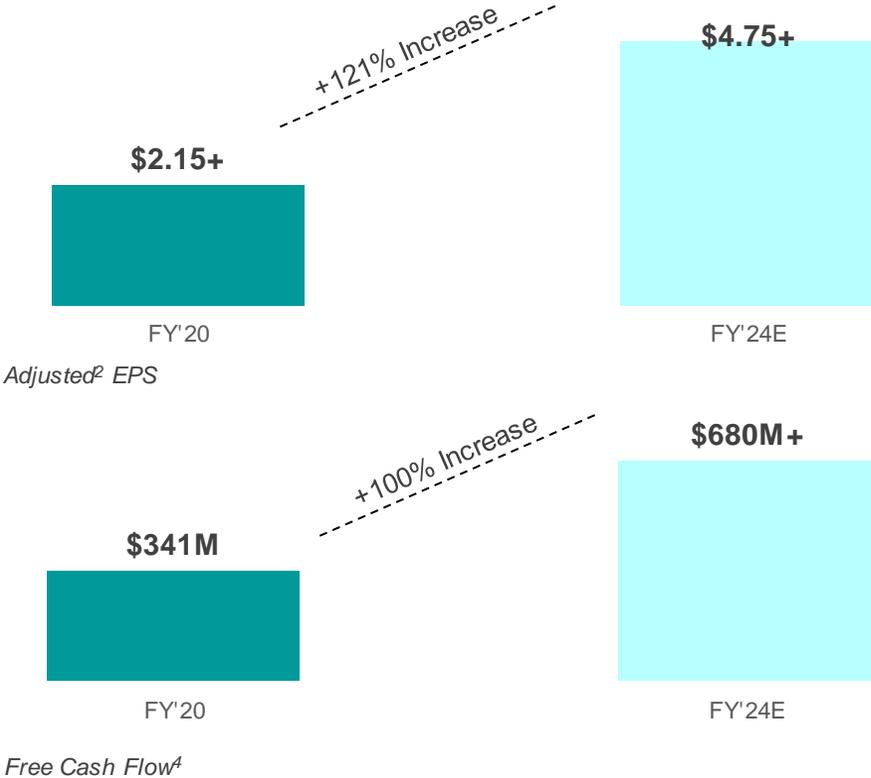
First

*Designing Some of the
First Hydrogen Fuel Stations*

- We are exclusively focused on advancing our clients' targets around clean energy infrastructure
- We are advancing the development and implementation of next generation energy sources, such as electrification, hydrogen fuel cells, solar and wind infrastructure
- Through our partnerships with leading energy companies, such as [Shell](#), we are building some of the first hydrogen refueling stations across several countries
- We are also enhancing electric vehicle charging infrastructure to support significantly increasing demand for electric vehicles
- We design more energy-efficient [data centers](#) as global technology companies increasingly demand more data throughout at increasingly more efficient targets

Our Commitment to Achieving FY'24 Targets

- Through the execution of our strategy, we are confident in our ability to double our adjusted² EPS and free cash flow⁴ by FY'24 (from FY'20)
 - Delivering on growth opportunities in ESG as a key contributor to achieving long-term targets
 - Executing our *Think and Act Globally* strategy to drive growth
 - Benefitting from our restructuring actions to simplify our operating structure and reduce our overhead
 - Advancing our *Workplace of the Future* initiative to further consolidate real estate and create more efficient work environments
 - Committed to our capital allocation policy focused on shareholder returns through repurchases



EXPECT TO ACHIEVE OUR FY'24 TARGETS

15%+
Segment Adjusted² Operating Margins³

15%+
Return on Invested Capital (ROIC)⁵

OUR LONG-TERM MARGIN TARGET

17%
Segment Adjusted² Operating Margins³

Appendix

Footnotes

¹Revenue, net of subcontractor and other direct costs.

²Excludes the impact of non-operating items, such as non-core operating losses and transaction-related expenses, restructuring costs and other items.

³ Reflects segment operating performance, excluding AECOM Capital.

⁴ Free cash flow is defined as cash flow from operations less capital expenditures net of proceeds from disposals. FY'20 free cash flow includes the receipt of a favorable \$122 million net working capital purchase price adjustment collected in May 2020 in connection with the sale of the Management Services (MS) business. The working capital adjustment represents the recovery of an operating cash flow shortfall of the MS business prior to its sale.

⁵ Return on invested capital, or ROIC, is calculated as the sum of adjusted net income as presented in the Company's Regulation G Information and interest expense, net of interest income, divided by average quarterly invested capital as defined as the sum of attributable shareholder's equity and total debt, less cash and cash equivalents.

AECOM: The World's Trusted Infrastructure Consulting Firm

We deliver professional services throughout the project lifecycle – from planning, design and engineering to program and construction management.

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

Nearly
50K professionals

#1

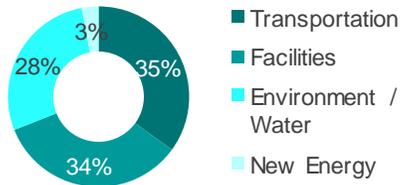
ranked transportation & facilities design firm, and environmental engineering & science firm

8 Fortune World's Most Admired 8 years in a row, including #1 in our industry for a second consecutive year in 2022

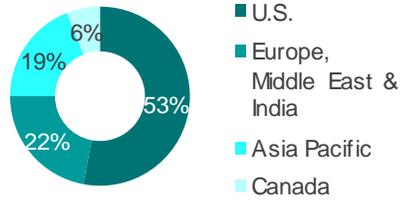


As a Professional Services Business, AECOM Is Poised to Thrive

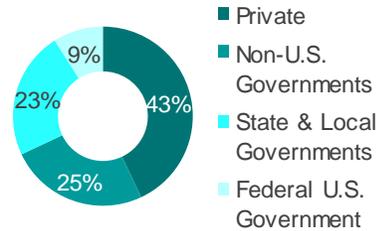
Attractive Exposure to Key End Markets



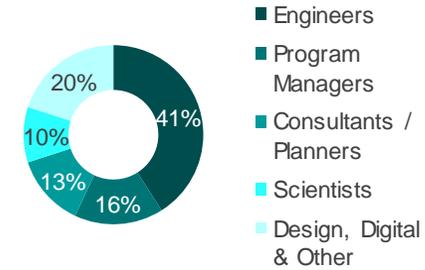
Balanced Geographic Exposure



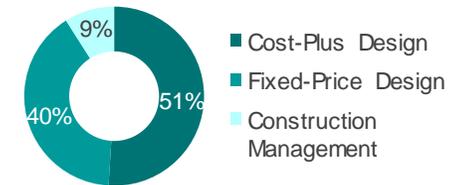
Diverse Funding Sources



Broad Technical Expertise



Lower-Risk Business Model



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

All financial information is presented as a percentage of TTM Segment NSR (as of Q2'22).

Partnering with Our Clients to Achieve their ESG Goals

SHELL HYDROGEN FUEL STATIONS

DCS – ENVIRONMENT



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

NETWORK RAIL

DCS - ENVIRONMENT



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

CARBON CAPTURE POWER STATION

DCS – NEW ENERGY



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

PROPRIETARY PFAS SOLUTIONS

DCS – WATER & ENVIRONMENT



Provided industry-leading PFAS services for nearly 300 unique clients globally, including for every global branch and region for the U.S. DOD

NATURAL CAPITAL LABORATORY

DCS - ENVIRONMENT



Won the 2022 Verdantix Innovation Excellence Award for Sustainability Strategy Implementation for success in analyzing and measuring biodiversity impact

SAN DIEGO INTERNATIONAL AIRPORT

DCS - TRANSPORTATION



Developed a strategic energy plan that resulted in an 30% energy cost reduction and a 66% reduction in on-site GHG emissions

BIODIVERSITY NET GAIN (BNG)

DCS - ENVIRONMENT



Leading a multi-faceted BNG approach designed to help clients navigate the swiftly changing landscape of regulations and best practice to achieve tangible biodiversity net gains

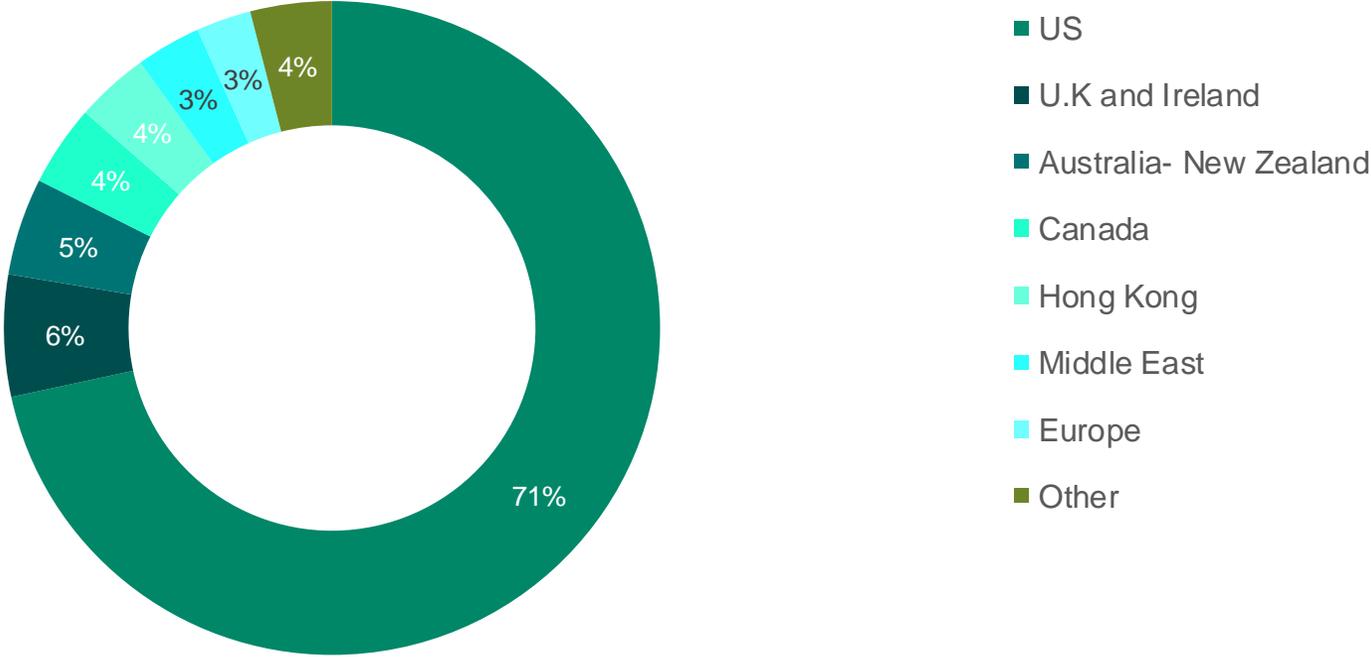
LOWER MANHATTAN RESILIENCE

DCS – WATER



Leading a multi-disciplinary climate and disaster resiliency program in Lower Manhattan to provide the shoreline for generations to come

AECOM Segment Revenue by Geography



% of TTM Segment Gross Revenue (as of Q2'22)

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

Regulation G Information

Reconciliation of Revenue to Net Service Revenue (NSR)

	Three Months Ended		
	Mar 31, 2021	Dec 31, 2021	Mar 31, 2022
Americas			
Revenue	\$ 2,468.3	\$ 2,463.5	\$ 2,399.9
Less: Pass-through revenue	1,544.7	1,575.8	1,450.4
Net service revenue	<u>\$ 923.6</u>	<u>\$ 887.7</u>	<u>\$ 949.5</u>
International			
Revenue	\$ 796.5	\$ 802.4	\$ 813.3
Less: Pass-through revenue	151.8	148.0	149.2
Net service revenue	<u>\$ 644.7</u>	<u>\$ 654.4</u>	<u>\$ 664.1</u>
Segment Performance (excludes ACAP)			
Revenue	\$ 3,264.8	\$ 3,265.9	\$ 3,213.2
Less: Pass-through revenue	1,696.5	1,723.8	1,599.6
Net service revenue	<u>\$ 1,568.3</u>	<u>\$ 1,542.1</u>	<u>\$ 1,613.6</u>
Consolidated			
Revenue	\$ 3,265.5	\$ 3,266.7	\$ 3,213.7
Less: Pass-through revenue	1,696.5	1,723.8	1,599.6
Net service revenue	<u>\$ 1,569.0</u>	<u>\$ 1,542.9</u>	<u>\$ 1,614.1</u>

Reconciliation of Segment Income from Operations to Adjusted Income from Operations

	Three Months Ended		
	Mar 31, 2021	Dec 31, 2021	Mar 31, 2022
Americas Segment:			
Income from operations	\$ 154.7	\$ 153.2	\$ 163.6
Amortization of intangible assets	4.4	4.3	4.4
Adjusted income from operations	<u>\$ 159.1</u>	<u>\$ 157.5</u>	<u>\$ 168.0</u>
International Segment:			
Income from operations	\$ 45.8	\$ 53.0	\$ 54.8
Amortization of intangible assets	1.0	0.4	0.4
Adjusted income from operations	<u>\$ 46.8</u>	<u>\$ 53.4</u>	<u>\$ 55.2</u>
Segment Performance (excludes ACAP & G&A):			
Income from operations	\$ 200.5	\$ 206.2	\$ 218.4
Amortization of intangible assets	5.4	4.7	4.8
Adjusted income from operations	<u>\$ 205.9</u>	<u>\$ 210.9</u>	<u>\$ 223.2</u>

AECOM Delivering a
better world