

First Quarter Fiscal 2021

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Help is just a tap away
Using the United App, getting help is "plane and simple."
Idaho Falls, ID
Snow
28 °F -2 °C

B12
Idaho Falls, ID (USA)
Thank you for flying United

DENVER INTERNATIONAL AIRPORT
United States

As the lead firm of the joint-venture program management team, AECOM provided technical design and construction oversight for the \$3.7 billion Denver International Airport, including oversight of more than 100 design firms and 115 construction contracts.

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, 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; high leverage and potential inability to service our debt and guarantees; exposure to Brexit; exposure to political and economic risks in different countries; currency exchange rate 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 benefits and costs of the Management Services transaction, including the risk that the expected benefits of the Management Services transaction or any contingent purchase price will not be realized within the expected time frame, in full or at all; 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 constant currency information to help assess how our underlying businesses performed excluding the effect of foreign currency rate fluctuations to aid investors in better understanding our international operational performance. 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 communication.

Today's Participants

Troy Rudd

Chief Executive Officer

Lara Poloni

President

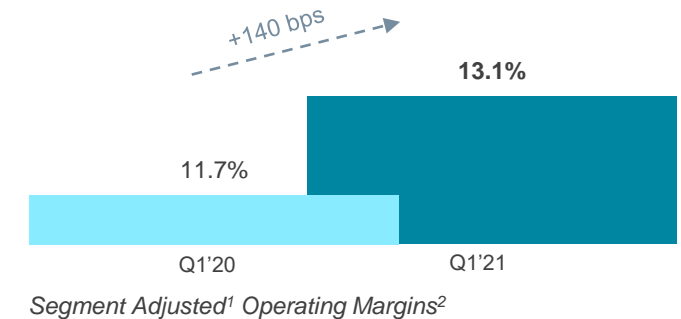
Gaurav Kapoor

Chief Financial Officer

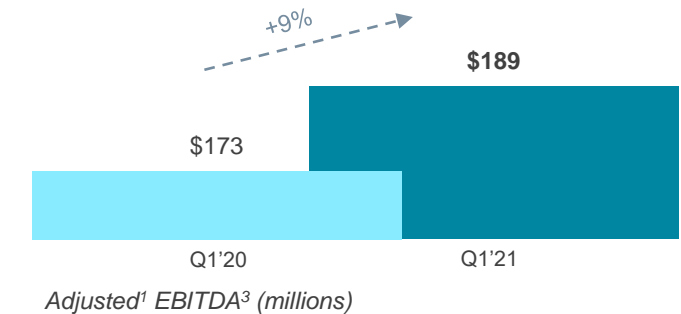
Our First Quarter Accomplishments

- First quarter performance exceeded our expectations on every key metric and extended our track record of delivering on our financial targets
 - Further expanding our industry-leading margins with 140 basis points of improvement to 13.1%
 - Adjusted¹ EBITDA³ increased by 9% to \$189 million
 - Adjusted¹ EPS increased by 35% to \$0.62
- Free cash flow⁴ of (\$14) million
 - Compares to an average first quarter free cash flow of (\$230) million in FY'19 and FY'20
- Repurchased \$630 million of stock since September 2020, representing nearly 9% of shares outstanding
- Raising our adjusted¹ EPS guidance, reflecting our strong performance, the benefit from accelerated share repurchases and lower interest expense related to our sustainability-linked financing transaction
 - Now expect adjusted¹ EPS growth of 26% in FY'21 at the mid-point of our updated guidance

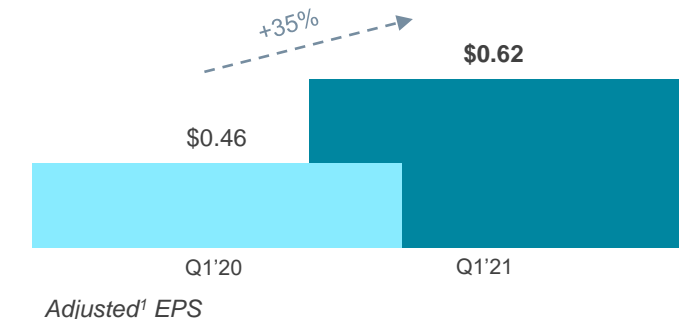
Continued Margin Expansion



Strong EBITDA Growth



Double-Digit Adjusted EPS Growth



All numbers presented reflect Continuing Operations.

Leveraging Our Strengths to Position for Key Market Opportunities

KEY MARKET TRENDS:

- Long-term demand for infrastructure and sustainability services provides optimism in markets where we have established leadership positions
 - Biden Administration poised to prioritize transportation modernization, clean energy, offshore wind, environmental restoration and PFAS – all areas where we are well positioned.
 - While U.S. state and local clients continue to face budget pressures, the December COVID relief bill and improvements in key indicators (e.g., vehicle miles traveled) have resulted in improved activity
- Trends in international markets are mixed but we are strengthening our position and gaining market share
 - Taking market share in the U.K. with positions on frameworks that provide for several years of visibility
 - Substantial backlog of work in Saudi Arabia, Australia and Hong Kong that provide strong visibility

ACTIONS TAKEN TO EXPAND OUR ADVANTAGES

- 1 *Advanced our Think and Act Globally strategy to drive greater collaboration and profitable growth*
- 2 *Created a culture of continuous improvement to ensure continued vigilance on margins and efficiency*
- 3 *Narrowed our focus as a pure-play higher-margin and lower-risk Professional Services businesses*
- 4 *Built strong business profile that allows us to perform through periods of uncertainty*
- 5 *Augmented our existing strong leadership with appointments of additional world class leaders (Jennifer Aument and Drew Jeter)*

Advancing Key Operational Priorities

Extending Our Technical Excellence

Investing in our teams to further build on the expertise and capabilities we can deliver to clients

- ✓ Advancing focused investments in markets with the greatest growth opportunity, such as Program Management
- ✓ New leadership appointments further strengthen our leadership with additional world class leaders that bring proven track records of growth

Capturing Market Share

Capitalizing on opportunities to extend our market-leading position in our core markets

- ✓ Successfully gaining new positions on key frameworks that position us for long-term growth, such as our wins in the U.K. for the SCAPE framework, Network Rail, Highways England and Transport for London
- ✓ Building on our market leading position, which was recently affirmed by our number one ranking by Fortune as the World's Most Admired Company in our industry

Leading in ESG

Embracing our commitment to delivering a better world

- ✓ Putting our words to action through the completed amendment to our senior secured credit facility that includes sustainability- and diversity-linked incentives
- ✓ Proud to have achieved a fourth-consecutive year with a perfect score on Human Rights Campaign Foundation's Corporate Equality Index

Q1'21 Professional Services Financial Results

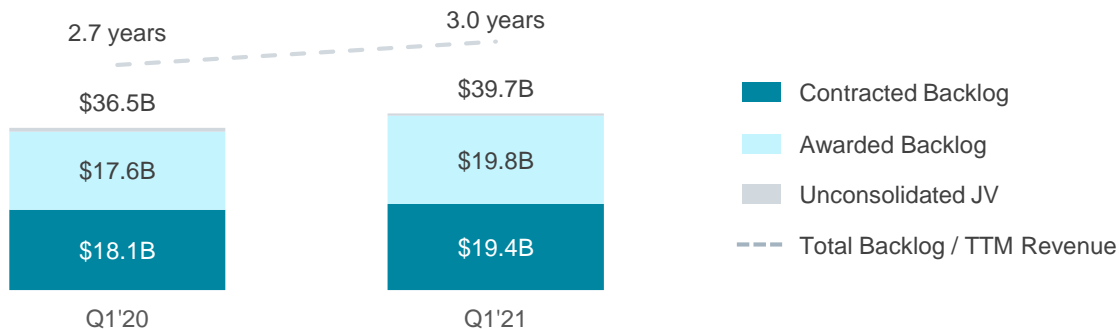
GAAP RESULTS VS. PRIOR YEAR:

TOTAL REVENUE	\$3.31 billion	2%
OPERATING INCOME	\$141 million	62%
EPS	\$0.54	184%

KEY PERFORMANCE INDICATORS VS. PRIOR YEAR (NON-GAAP):

NET SERVICE REVENUE ⁵	\$1.48 billion	(5%) ⁶
SEGMENT ADJUSTED ¹ OPERATING MARGIN ²	13.1%	+140 bps
ADJ. ¹ EBITDA ³	\$189 million	9%
ADJ. EPS	\$0.62	35%

- Delivered results that exceeded our expectations on every key financial metric
- Revenue increased by 2% and NSR declined by 2% on an organic⁶ basis after adjusting for two additional available workdays in the prior year
- Adjusted¹ EBITDA³ increased by 9% and adjusted EPS increased by 35%
- The segment adjusted¹ operating margin² increased by 140 basis points over the prior year to 13.1%
- We continue to benefit from several inherent advantages of our Professional Services business that will serve us well over time:
 - Highly variable cost structure
 - Agile culture with a proven ability to deliver while remote
 - Near-record backlog position
 - Highly cash generative business model



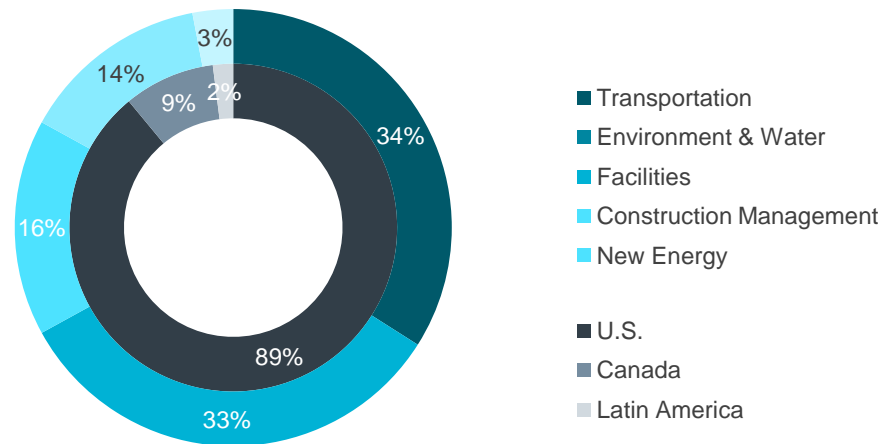
Q1'21 Segment Results – Americas

GAAP RESULTS VS. PRIOR YEAR:

TOTAL REVENUE	\$2.56 billion	4%
OPERATING INCOME	\$146 million	0%

KEY PERFORMANCE INDICATORS VS. PRIOR YEAR (NON-GAAP):

NET SERVICE REVENUE ⁵	\$863 million	(4%) ⁶
ADJ. OPERATING INCOME ¹	\$151 million	0%
ADJ. OPERATING MARGIN ¹	17.5%	+80 bps



% of TTM Segment NSR (as of Q1'21)

- NSR⁴ declined by 1% on an organic⁶ basis after adjusting for two additional available workdays in the prior year
- Further expanded our industry-leading margins by 80 basis points to 17.5%, reflecting strong execution, our simplified business model and a more efficient cost structure
- Total backlog up 9% over the prior year, including 15% contracted backlog growth
 - Focused on leveraging best practices to gain market share while continuing to deliver industry-leading margins
 - Backlog in the Construction Management business declined sequentially as decisions on large projects have been delayed; importantly, we delivered \$600 million of wins in January and maintain substantial backlog that provides stability and long-term visibility

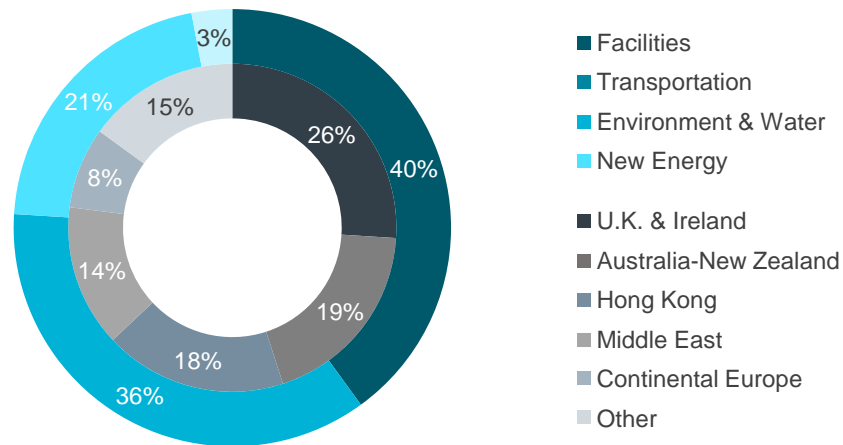
Q1'21 Segment Results – International

GAAP RESULTS VS. PRIOR YEAR:

TOTAL REVENUE	\$756 million	(4%)
OPERATING INCOME	\$42 million	47%

KEY PERFORMANCE INDICATORS VS. PRIOR YEAR (NON-GAAP):

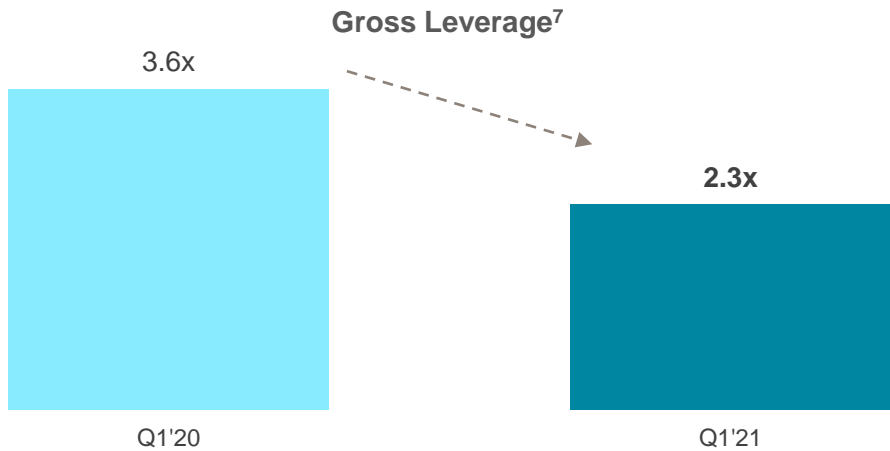
NET SERVICE REVENUE ⁵	\$613 million	(6%) ⁶
ADJ. OPERATING INCOME ¹	\$43 million	44%
ADJ. OPERATING MARGIN ¹	7.0%	+230 bps



% of TTM Segment NSR (as of Q1'21)

- NSR⁴ declined by 3% on an organic⁶ basis after adjusting for two additional available workdays in the prior year
- Importantly, we continue to advance our margin improvement efforts with a 230 basis point expansion in the adjusted¹ operating margin to 7.0%
 - Our margins have now improved by 440 basis points since the beginning of FY'19
 - Further improving our International margins towards our double-digit target remains a top priority
- Backlog increased by 10%, including record contracted backlog, reflecting market share gains and providing visibility into growth

Cash Flow and Capital Allocation Highlights



Completed Stock Repurchases
(September to date)

\$630M

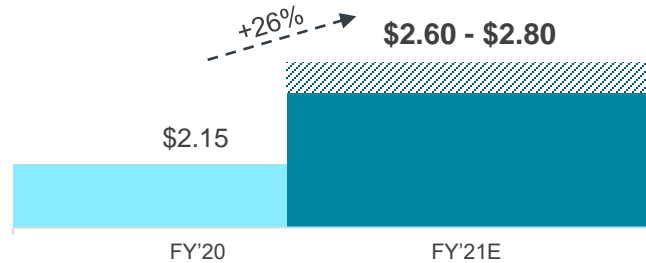
Increased Stock Repurchase Authorization

\$825M

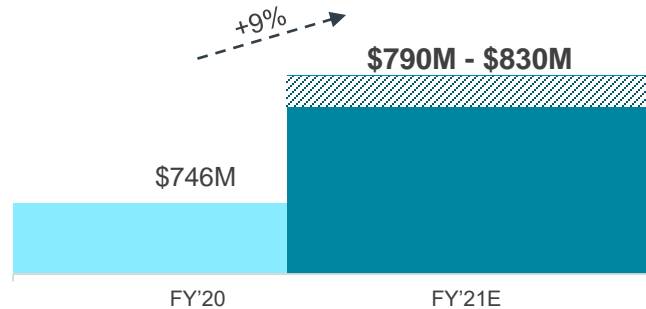
- Delivered cash flow performance that exceeded our expectations
 - Free cash flow⁴ of (\$14) million compares to average of approximately (\$230) million in the first quarter the past two fiscal years, which tends to be seasonally weak
 - Focused on driving more consistent cash flow phasing, which contributed to the improved outcome
- Gross leverage⁷ of 2.3x marks a substantial year-over-year decline and is consistent with our long-term target of below 3.0x
- Executing on our capital allocation commitments with \$630 million of stock repurchases since September 2020
 - Supported by our expectation to deliver substantial cash flow in the remainder of the fiscal year, we expect to remain in the market buying stock through the year
- Amended our existing credit facilities, resulting in a lower borrowing cost and aligning our ESG objectives with incentives to drive down our cost of capital further

Raising Our Fiscal 2021 Adjusted EPS Guidance

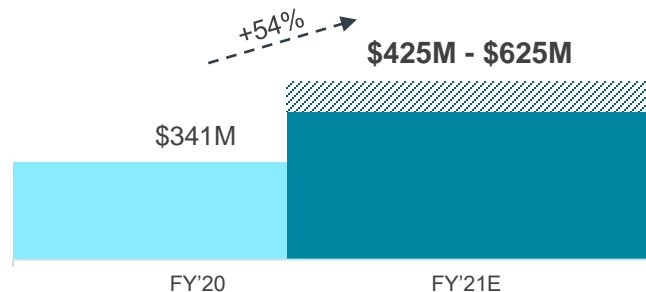
Raised Adjusted¹ EPS Growth Outlook



Continued Adjusted¹ EBITDA³ Growth



Substantial Free Cash Flow⁴ Generation



Guidance as of February 9, 2021.

- Raising our adjusted¹ EPS guidance and now expect 26% growth at the mid-point of the range
 - Our guidance only incorporates the benefit of already completed repurchases and a diluted average share count of 151 million for the full year
 - Guidance incorporates lower expected interest expense from our amended credit facility
 - Backlog, employee engagement and client satisfaction also remain high, supporting confidence in our outlook despite near-term headwinds in some of our markets
- Continue to expect full year free cash flow⁴ of between \$425 million and \$625 million, reflecting the underlying cash generative nature of the business

Appendix

Footnotes

¹ Excludes the impact of non-operating items, such as non-core operating losses and transaction-related expenses, restructuring costs and other items. See Regulation G Information for a complete reconciliation of Non-GAAP measures.

² Reflects segment operating performance, excluding AECOM Capital.

³ Net income before interest expense, tax expense, depreciation and amortization.

⁴ Free cash flow is defined as cash flow from operations less capital expenditures net of proceeds from equipment disposals. See Regulation G Information for a complete reconciliation of Non-GAAP measures.

⁵ Revenue, net of subcontractor and other direct costs. See Regulation G Information for a complete reconciliation of Non-GAAP measures.

⁶ Organic growth is calculated at constant currency and reflects revenue associated with continuing operations. Results expressed in constant currency are presented excluding the impact from changes in currency exchange rates.

⁷ Gross leverage is comprised of EBITDA as defined in the Company's credit agreement dated October 17, 2014, as amended, which excludes stock-based compensation, and total debt on the Company's financial statements.

⁸ Unlevered free cash flow is derived by adding back after-tax adjusted interest expense at a 25% tax rate and is after distributions to non-controlling interests. Normalized unlevered free cash flow excludes unusual events, such as transformational restructuring and other factors that may impact free cash flow.

AECOM: The World's Premier 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.

47K professionals

#1 ranked transportation and building design and environment firm

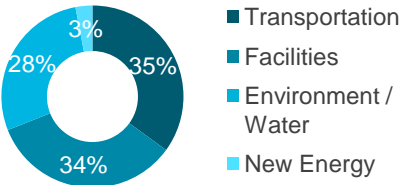
7 Fortune World's Most Admired 7 years in a row, including #1 in our industry in 2021

AECOM

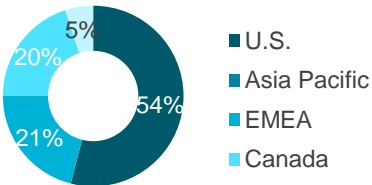


As a Professional Services Business, AECOM Is Poised to Thrive

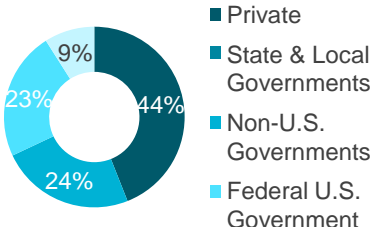
Attractive Exposure to Key End Markets



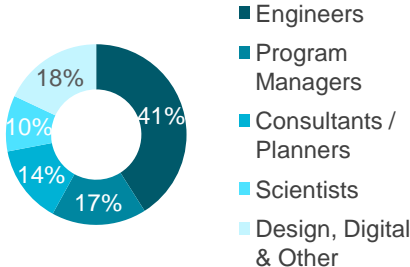
Balanced Geographic Exposure



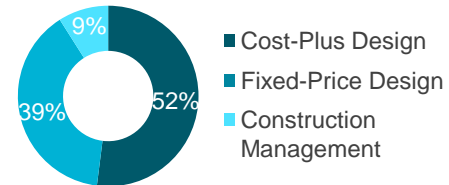
Diverse Funding Sources



Broad Technical Expertise



Lower-Risk Business Model



All numbers are presented as a percentage of TTM NSR (as of Q1'21)

- ✓ **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

Professional Services Business with a Strong Cash Flow Profile

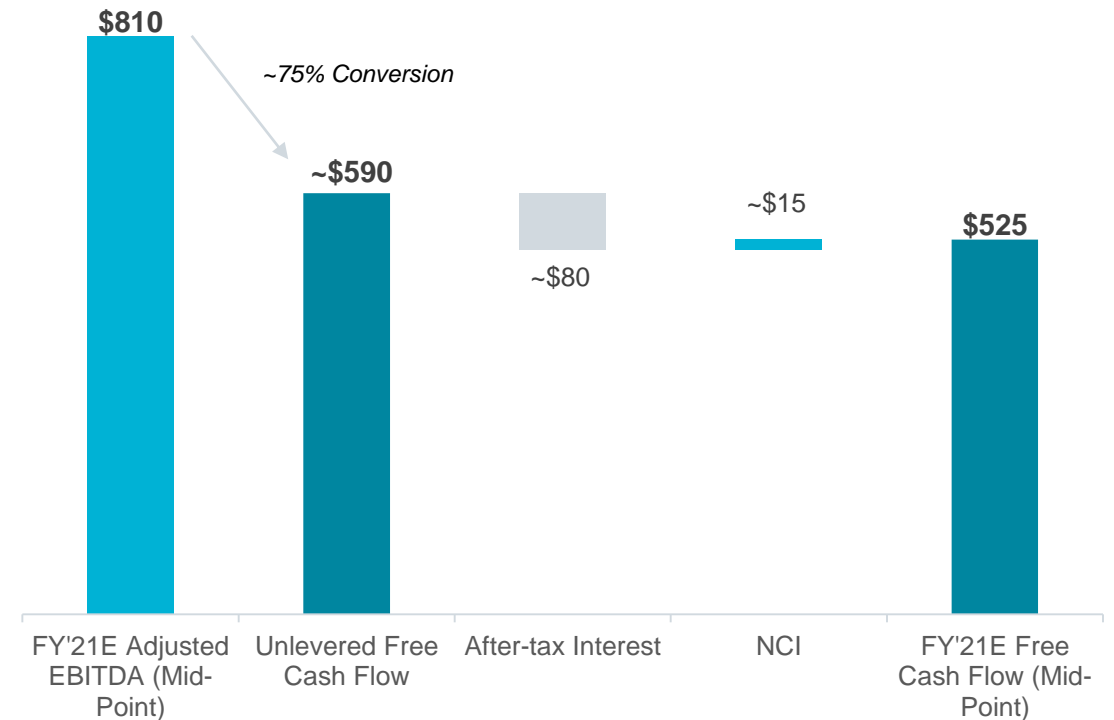
KEY ATTRIBUTES THAT RESULT IN CONSISTENTLY STRONG CASH GENERATION:

- Broadly diversified by end market, client type and service type
- High-returning, lower-risk Professional Services model
- Public sector and blue-chip private sector client base

75%

Unlevered Free Cash Flow Conversion on a Normalized and Attributable Basis (% of EBITDA)⁸

PROJECTED FREE CASH FLOW CONVERSION⁸ (IN MILLIONS)



Regulation G Information

Reconciliation of Revenue to Revenue, Net of Subcontractor and Other Direct Costs (NSR)

	Three Months Ended		
	December 31, 2019	September 30, 2020	December 31, 2020
Americas			
Revenue	\$ 2,452.0	\$ 2,732.3	\$ 2,557.3
Less: subcontractor and other direct costs	1,546.4	1,803.2	1,694.3
Revenue, net of subcontractor and other direct costs	<u>\$ 905.6</u>	<u>\$ 929.1</u>	<u>\$ 863.0</u>
International			
Revenue	\$ 783.1	\$ 831.1	\$ 755.6
Less: subcontractor and other direct costs	149.5	201.4	142.6
Revenue, net of subcontractor and other direct costs	<u>\$ 633.6</u>	<u>\$ 629.7</u>	<u>\$ 613.0</u>
Segment Performance (excludes ACAP)			
Revenue	\$ 3,235.1	\$ 3,563.4	\$ 3,312.9
Less: subcontractor and other direct costs	1,695.9	2,004.6	1,836.9
Revenue, net of subcontractor and other direct costs	<u>\$ 1,539.2</u>	<u>\$ 1,558.8</u>	<u>\$ 1,476.0</u>
Consolidated			
Revenue	\$ 3,235.6	\$ 3,569.0	\$ 3,313.2
Less: subcontractor and other direct costs	1,695.9	2,004.6	1,836.9
Revenue, net of subcontractor and other direct costs	<u>\$ 1,539.7</u>	<u>\$ 1,564.4</u>	<u>\$ 1,476.3</u>

	Three Months Ended		
	Dec 31, 2019	Sep 30, 2020	Dec 31, 2020
Reconciliation of Segment Income from Operations to Adjusted Income from Operations			
Americas Segment:			
Income from operations	\$ 145.8	\$ 152.6	\$ 146.4
Amortization of intangible assets	4.7	4.4	4.3
Adjusted income from operations	<u>\$ 150.5</u>	<u>\$ 157.0</u>	<u>\$ 150.7</u>
International Segment:			
Income from operations	\$ 28.7	\$ 39.7	\$ 42.1
Noncore operating losses & transaction related expenses	(0.1)	—	—
Amortization of intangible assets	1.4	1.4	1.0
Adjusted income from operations	<u>\$ 30.0</u>	<u>\$ 41.1</u>	<u>\$ 43.1</u>
Segment Performance (excludes ACAP):			
Income from operations	\$ 174.5	\$ 192.3	\$ 188.5
Noncore operating losses & transaction related expenses	(0.1)	—	—
Amortization of intangible assets	6.1	5.8	5.3
Adjusted income from operations	<u>\$ 180.5</u>	<u>\$ 198.1</u>	<u>\$ 193.8</u>

Regulation G Information

	Three Months Ended		
	Dec 31, 2019	Sep 30, 2020	Dec 31, 2020
Reconciliation of Net Income (Loss) Attributable to AECOM from Continuing Operations to EBITDA to Adjusted EBITDA and to Adjusted Income from Operations			
Net income (loss) attributable to AECOM from continuing operations	\$ 30.9	\$ (0.1)	\$ 83.4
Income tax expense	15.9	15.5	25.6
Depreciation and amortization	41.1	51.6	39.4
Interest income ⁽²⁾	(3.4)	(0.8)	(1.3)
Interest expense	40.3	47.5	30.7
Amortized bank fees included in interest expense	(2.0)	(1.6)	(1.8)
EBITDA	\$ 122.8	\$ 112.1	\$ 176.0
Noncore operating losses & transaction related expenses	5.6	—	—
Restructuring costs	45.0	91.9	13.0
Adjusted EBITDA	\$ 173.4	\$ 204.0	\$ 189.0
Other income	(4.0)	(1.5)	(3.9)
Depreciation ⁽¹⁾	(33.1)	(37.6)	(32.4)
Interest income ⁽²⁾	3.4	0.8	1.3
Noncontrolling interests in income of consolidated subsidiaries, net of tax	4.0	4.0	5.4
Amortization of intangible assets included in NCI, net of tax	0.1	0.2	0.1
Adjusted income from operations	\$ 143.8	\$ 169.9	\$ 159.5

⁽¹⁾ Excludes depreciation from discontinued operations, noncore operating losses, and accelerated depreciation of project management tool.

⁽²⁾ Included in other income.

Reconciliation of Net Cash (Used in) Provided by Operating Activities to Free Cash Flow

	Three Months Ended		
	December 31, 2019	September 30, 2020	December 31, 2020
Net cash (used in) provided by operating activities	\$ (206.9)	\$ 649.3	\$ 7.1
Capital expenditures, net	(31.1)	(30.0)	(21.3)
Free cash flow	\$ (238.0)	\$ 619.3	\$ (14.2)

Reconciliation of FY21 Operating Cash Flow Guidance to Free Cash Flow Guidance

(in millions, all figures approximate)

	Fiscal Year End 2021
Operating Cash Flow Guidance	\$535 to \$735
Capital expenditures, net of proceeds from equipment disposals	(\$110)
Free Cash Flow Guidance	\$425 to \$625

FY21 GAAP EPS Guidance based on Adjusted EPS Guidance

(all figures approximate)

	Fiscal Year End 2021
GAAP EPS Guidance	\$2.30 to \$2.50
Adjusted EPS excludes:	
Amortization of intangible assets	\$0.13
Amortization of deferred financing fees	\$0.03
Restructuring	\$0.26
Tax effect of the above items	(\$0.12)
Adjusted EPS Guidance	\$2.60 to \$2.80

FY21 GAAP Net Income Attributable to AECOM from Continuing Operations Guidance based on Adjusted EBITDA Guidance

(in millions, all figures approximate)

	Fiscal Year End 2021
GAAP net income attributable to AECOM from continuing operations guidance	\$346 to \$376
Adjusted net income attributable to AECOM from continuing operations excludes:	
Amortization of intangible assets	\$20
Amortization of deferred financing fees	\$5
Restructuring*	\$40
Tax effect of the above items	(\$19)
Adjusted net income attributable to AECOM from continuing operations	\$392 to \$422
Adjusted EBITDA excludes:	
Adjusted interest expense, net	\$109
Depreciation	\$132
Income tax expense, including tax effect of above items	\$157 to \$167
Adjusted EBITDA Guidance	\$790 to \$830

*Calculated based on the mid-point of AECOM's fiscal year 2021 guidance.

FY21 GAAP Interest Expense Guidance based on Adjusted Interest Expense Guidance

(in millions, all figures approximate)

	Fiscal Year End 2021
GAAP Interest Expense Guidance	\$118
Financing charges in interest expense	(\$5)
Interest income	(\$4)
Adjusted Interest Expense Guidance	\$109

Note: Variances within tables are due to rounding.

AECOM Imagine it.
Delivered.