First-Quarter Fiscal Year 2014

February 4, 2014

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New York, New York, U.S.A.
Photo by David Lloyd

AECOM

Disclosures

Safe Harbor

Except for historical information contained herein, this presentation contains "forward-looking statements." All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, including any projections of earnings, revenue or other financial items; any statements of the plans, strategies and objectives of management for future operations; any statements concerning proposed new services or developments; any statements regarding future economic conditions or performance; any statements of belief; and any statements of assumptions underlying any of the foregoing. Forward-looking statements may include the words "may," "will," "estimate," "intend," "continue," "believe," "expect" or "anticipate" and other similar words.

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

- uncertainties related to appropriations for funding of, or issuing notices to proceed under, government contracts;
- our relationships with governmental agencies that may modify, curtail or terminate our contracts;
- delays in the completion of the budget process of the U.S. government could delay procurement of our services;
- potential adjustments to government contracts which are subject to audits to determine reimbursable contract costs;
- adverse results from losses under fixed-price contracts;
- limited control over operations run through our joint venture entities;
- misconduct by our employees or consultants or our failure to comply with laws or regulations applicable to our business;
- current deficits in our defined benefit plans could grow in the future and create additional costs;
- exposure to legal, political and economic risks in different countries as well as currency exchange rate fluctuations;
- risks related to security in international locations;
- failure to successfully execute our merger and acquisition strategy;
- the need to retain the continued services of our key technical and management personnel and to identify and hire additional qualified personnel;
- uncertainties about security clearances for our employees;
- the competitive nature of our business;
- our liability and insurance policies may not provide adequate coverage;
- unexpected adjustments and cancellations related to our backlog;
- dependence on other contractors or subcontractors who could fail to satisfy their obligations;
- systems and information technology interruption;
- changing client preferences/demands, fiscal position and payment patterns; and
- the continuing economic downturn in the U.S. and international markets and tightening of the global credit markets.

Additional factors that could cause actual results to differ materially from our forward-looking statements are set forth in our Annual Report on Form 10-K for the period ended September 30, 2013, and our other filings with the Securities and Exchange Commission. We do not intend, and undertake no obligation, to update any forward-looking statement.

Non-GAAP Measures

Certain measures contained in these slides and related presentation are not measures calculated in accordance with generally accepted accounting principles (GAAP). They should not be considered a replacement for GAAP results. Non-GAAP financial measures appearing in these slides are identified in the footnotes. A reconciliation of these non-GAAP measures to the most directly comparable GAAP financial measures is available on the Investors section of our Web site at: http://investors.aecom.com.

Presenters

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Chief Executive Officer

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AECOM Fiscal Year 2014 First-Quarter Highlights

150+ COUNTRIES

2 SEGMENTS

OVER 30 MARKET SECTORS

Today's Call

- ✓ Q1 FY14 overview
- ✓ FY14 guidance
- ✓ Review of key markets
- ✓ Key priorities

- ✓ Net income[1] of $56 million; up 48% year over year.
- ✓ Q1 EPS of $0.58.
- ✓ $18.4 billion in backlog with $3.7 billion in new wins.
- ✓ Q1 free cash flow of $117 million.
- ✓ Seventh-consecutive quarter of free cash flow in excess of net income.
- ✓ Improved profitability.
  - Operating and EBITDA margins up year over year.
- ✓ $24.8 million invested to repurchase approximately 800,000 shares.
- ✓ Targeting full-year diluted EPS range of $2.50 to $2.60 for fiscal year 2014.

[1] Attributable to AECOM

Q1 FY14 Performance

(in millions, except EPS, margins and tax rate)	Q1 FY13	Q4 FY13	Q1 FY14	Q1 % Change Seq.	Q1 % Change YoY	Comments
Gross Revenue	$2,017	$2,079	$1,954	(6.0%)	(3.1%)	Declines in Australia, the Americas and MSS only partially offset by growth in Asia and EMEA.
Net Service Revenue[1]	$1,245	$1,244	$1,151	(7.4%)	(7.5%)	
Op. Income	$62	$123	$90	(26.3%)	46.0%	
Op. Income Margin[2]	*5.0%*	*9.9%*	*7.9%*	*(201bps)*	*288bps*	Consolidation of Saudi Arabian JV led to gain in equity earnings.
EBITDA Margin[3]	*6.8%*	*11.6%*	*9.7%*	*(193bps)*	*288bps*	
Tax Rate[4]	*25.0%*	*31.8%*	*29.4%*	*(242bps)*	*440bps*	
Net Income[5]	$38	$77	$56	(26.3%)	48.0%	
Diluted EPS[5]	$0.36	$0.77	$0.58	(24.7%)	61.1%	$0.37 EPS, ex. non-recurring equity adjustments.
Diluted Avg. Shares	105.5	99.7	97.6	(2.1%)	(7.5%)	800k shares repurchased in Q1.
Free Cash Flow[6]	$54	$145	$117	(19.6%)	115.3%	

[1] Net Service Revenue is a non-GAAP measure. [2] Operating Income/Net Service Revenue (non-GAAP). [3] Both EBITDA and Net Service Revenue are non-GAAP measures. [4] Inclusive of non-controlling interest deduction. [5] Attributable to AECOM. [6] Free cash flow is defined as cash flow from operations less capital expenditures and is a non-GAAP measure.

Segment Results — Professional Technical Services (PTS)

PTS: Delivers planning, consulting, architecture and engineering design, as well as program and construction management services to institutional, commercial and public-sector clients worldwide.

Key Points:

- Declines in the Americas design business and Australia in the quarter were only partially offset by growth in EMEA and Asia.
- Operating profit benefited from $32 million of nonrecurring equity income adjustments due principally to the increase in value of our Saudi Arabian joint venture. The gain was a result of obtaining control of the joint venture, requiring its consolidation.

				Q1 % Change	
(in millions, except margin)	**Q1 FY13**	**Q4 FY13**	**Q1 FY14**	**Seq.**	**YoY**
Gross Revenue	$1,771	$1,859	$1,770	(4.8%)	(0.1%)
Net Service Revenue[1]	$1,094	$1,110	$1,042	(6.2%)	(4.8%)
Op. Income	$74	$138	$94	(31.6%)	26.5%
Op. Income Margin[2]	*6.8%*	*12.4%*	*9.0%*	*(337bps)*	*223bps*

[1] Net Service Revenue is a non-GAAP measure. [2] Operating Income/Net Service Revenue (non-GAAP).

Segment Results — Management Support Services (MSS)

MSS: Provides program and facilities management and maintenance, training, logistics, consulting, technical assistance and systems integration services, primarily for agencies of the U.S. government.

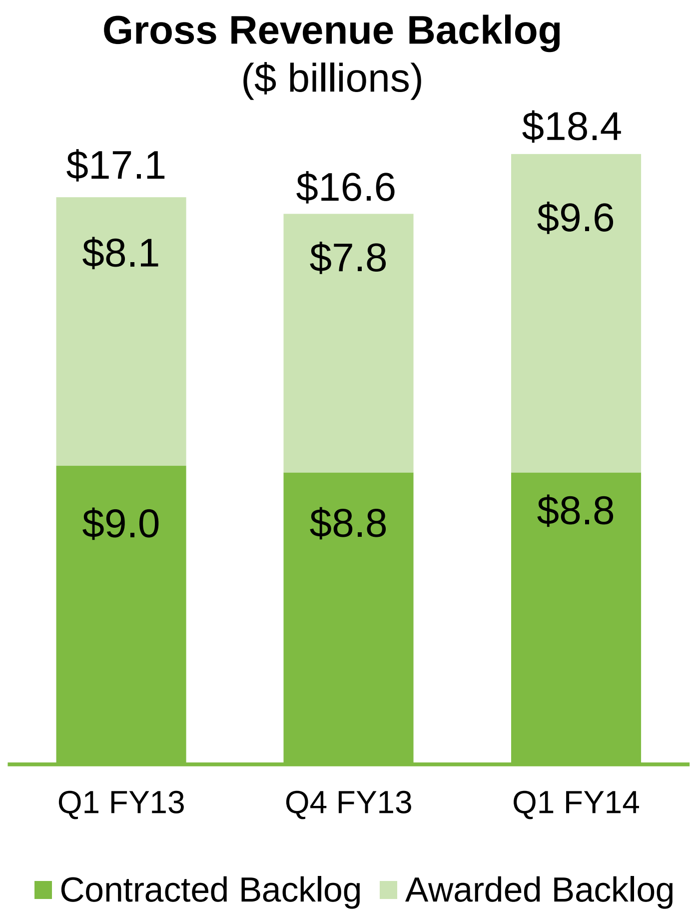
Key Points:

- Results reflect the effective execution of our strategy to diversify revenue sources and migrate toward higher margin business.
- As such, declines in revenue and net service revenue in the quarter were primarily due to the shift of business mix from low-margin work to higher-margin projects, as reflected in our migration away from operations in Middle East.
- Operating profit benefited from a gain on an MSS project; however, excluding this item, margins still increased.

				Q1 % Change	
(in millions, except margin)	**Q1FY13**	**Q4 FY13**	**Q1 FY14**	**Seq.**	**YoY**
Gross Revenue	$246	$220	$184	(16.7%)	(25.3%)
Net Service Revenue[1]	$151	$134	$110	(17.9%)	(27.4%)
Op. Income	$10	$9	$20	124.0%	109.8%
Op. Income Margin[2]	*6.4%*	*6.7%*	*18.4%*	*1,164bps*	*1,201bps*

[1] Net Service Revenue is a non-GAAP measure. [2] Operating Income/Net Service Revenue (non-GAAP).

Healthy Book of Future Business & Revenue Visibility



Q1 FY14 Highlights:

- $18.4 billion in backlog – up 8% YoY; and 11% sequentially.
- $3.7 billion of new wins.
- Book-to-burn(2) of 1.9x.
- Backlog = 2.3x last 12 months' revenues.

Book of Business ($BN)	Dec. 2013
Backlog	$18
Unconsolidated JV backlog + JV option years	1
IDIQs(1)	8
Total Book of Business	$27

[1] Indefinite delivery indefinite quantity (IDIQ) book of business estimate is probability-weighted. IDIQs are a type of contracting vehicle that provides for an indefinite quantity of services during a fixed period of time, most often used for service contracts and engineering services. [2] Book-to-burn is defined as the amount of new business divided by the gross revenue recognized during the period.

EBITDA Margins

Q1 EBITDA of **$111.5 million** and margin[1] of **9.7%;** up **288 basis points** year over year.

Excluding equity earnings adjustments, Q1 EBITDA margin up **7 basis points** year over year.

Maintain focus on long-term drivers and implementation of new project-based performance initiative.

Cost and efficiency initiatives:

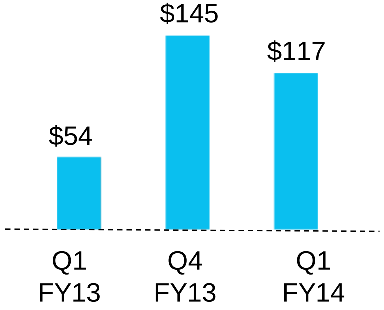
- ✓ Project based bonus program
- ✓ Real estate consolidation
- ✓ Disciplined travel expenditures
- ✓ Centralized procurement
- ✓ Improved labor utilization

[1] EBITDA/Net Service Revenue (non-GAAP).

Cash Flow, Share Repurchase & Days Sales Outstanding

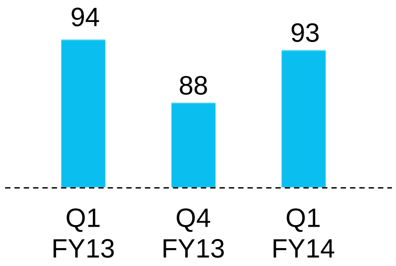
- Q1 free cash flow of $117 million.
- 1-day improvement in DSO.
- FCF well in excess of net income.
- Invested $25 million to repurchase approximately 800,000 shares.

Free Cash Flow[1]

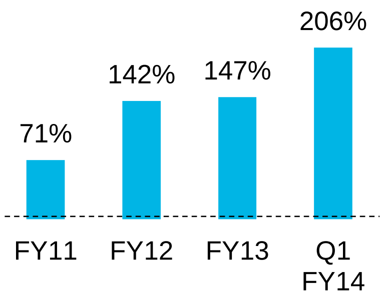


DSO

DSO improved by 1 day YoY.



Free Cash Flow Conversion[1]



On track to deliver between $1.3 and $1.8 billion in cumulative free cash flow from fiscal years 2013 to 2017.

[1] Free cash flow (FCF) is defined as cash flow from operations less capital expenditures and is a non-GAAP measure. Free cash flow conversion is defined as free cash flow as a percentage of net income prior to deduction of noncontrolling interests. FY11 amount excludes deferred compensation plan termination ($90 million) and associated excess tax benefits ($58 million). FY12 amount excludes goodwill impairment impact.

Strong Balance Sheet

$876 million in undrawn borrowing capacity.

Net Debt to EBITDA of **1.1x.**

Financial flexibility to take advantage of high-return investment opportunities.

(in millions, except EPS, margins and tax rate)	Q1 FY13	Q4 FY13	Q1 FY14	Q1 % Change	
				Seq.	YoY
Free Cash Flow[1]	$54	$145	$117	(19.6%)	115.3%
Cash and Equivalents	$591	$601	$682	13.5%	15.3%
Total Debt	$1,233	$1,173	$1,204	2.6%	(2.4%)
Net Debt[2]	$642	$573	$522	(8.8%)	(18.6%)
Net Debt/EBITDA[2]	1.3x	1.2x	1.1x	(8.3%)	(15.4%)

[1] Free cash flow is defined as cash flow from operations less capital expenditures and is a non-GAAP measure.

[2] Net Debt and EBITDA are non-GAAP measures. Net Debt = Total Debt less cash and cash equivalents. EBITDA is a trailing 12-month figure.

Fiscal 2014 Outlook

- ✓ EPS range of $2.50-$2.60.
- ✓ Assumptions:
  - Midpoint assumes flat NSR growth and improving EBITDA margin.
  - No improvement in profitability in Australia versus fiscal 2013.
  - Includes impact from the non-recurring items in equity earnings, and the related tax and amortization expense.
  - Reflects additional foreign exchange headwind due to strengthening of U.S. dollar.
  - Effective tax rate of 29% (inclusive of non-controlling interest deduction).
  - Share count of 98 million – assumes no share repurchase after the end of fiscal Q1 2014.
- ✓ Free cash flow to approximate net income.

Additional guidance assumptions:

$23 million of amortization of acquired intangibles expense.

$72 million of depreciation expense.

$38 million of interest expense — net of interest income.

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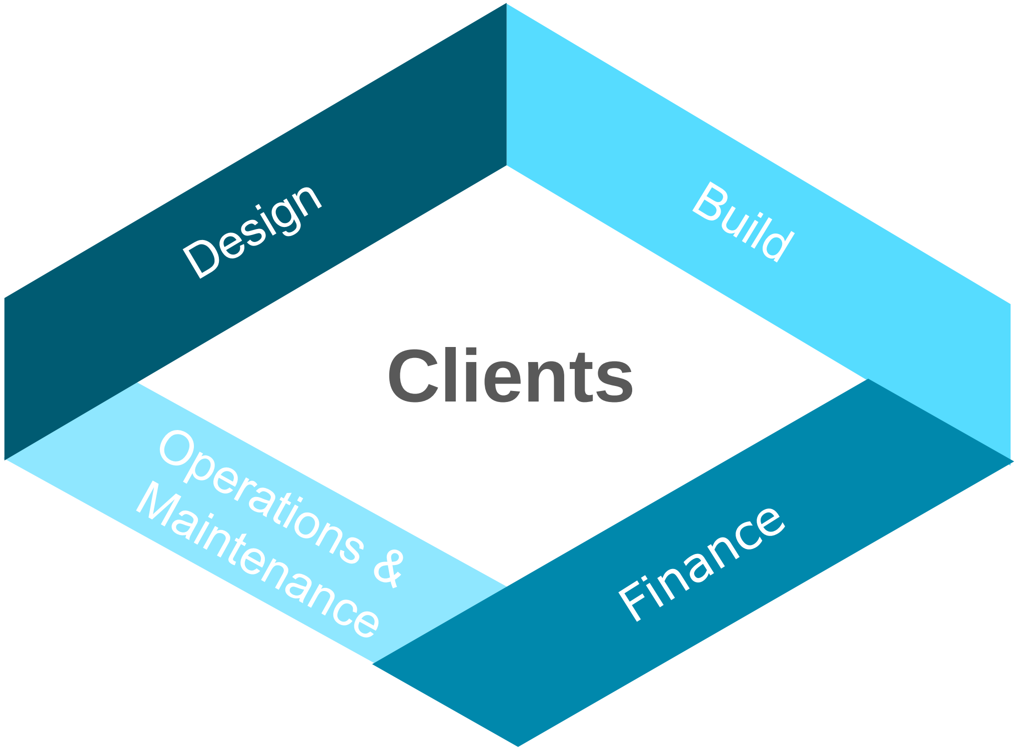
Vision

Become the Premier Fully Integrated Infrastructure Firm

Evolving **Client Needs** are driving a change in the delivery model:

- Procurement shifting from Design-Bid-Build to Integrated Delivery.
- Private sector predominantly EPC.
- Dominant providers with global footprints and broad service offerings.



Investments Aligned With Key Industry Trends

Increasingly, clients want to partner with firms that can deliver end-to-end, integrated service solutions — anywhere in the world.

- ✓ Multinational clients are rationalizing their vendors and focusing on fewer "key" relationships. Clients benefit from increased speed to market and the ability to work with a single source provider of a broad array of services.
- ✓ Multiple service line offerings from design and engineering to project and construction management as well as financial partners.
- ✓ Integrated delivery capabilities such as design-build and EPCM are critical, and the ability to deliver these capabilities globally is a competitive advantage.

Diversification strategy has positioned us in over 150 countries, and our investments have given us one of the most diversified portfolios in the industry.

Integrated Offering

Full-spectrum offering further enhances AECOM's profile and ability to serve clients' dynamic needs.

Design

- AECOM traditional strength
- Leverage High-Value Design Centers
- Enable design practice to take advantage of increasing growth in DB and EPC market

Build

- $3.3 billion in Construction Services wins LTM
- Expanding global delivery capability
- Acquiring capabilities in private market sector and acquiring joint venture partners in public sector (e.g., oil & gas, mining, industrials, health care, sports)

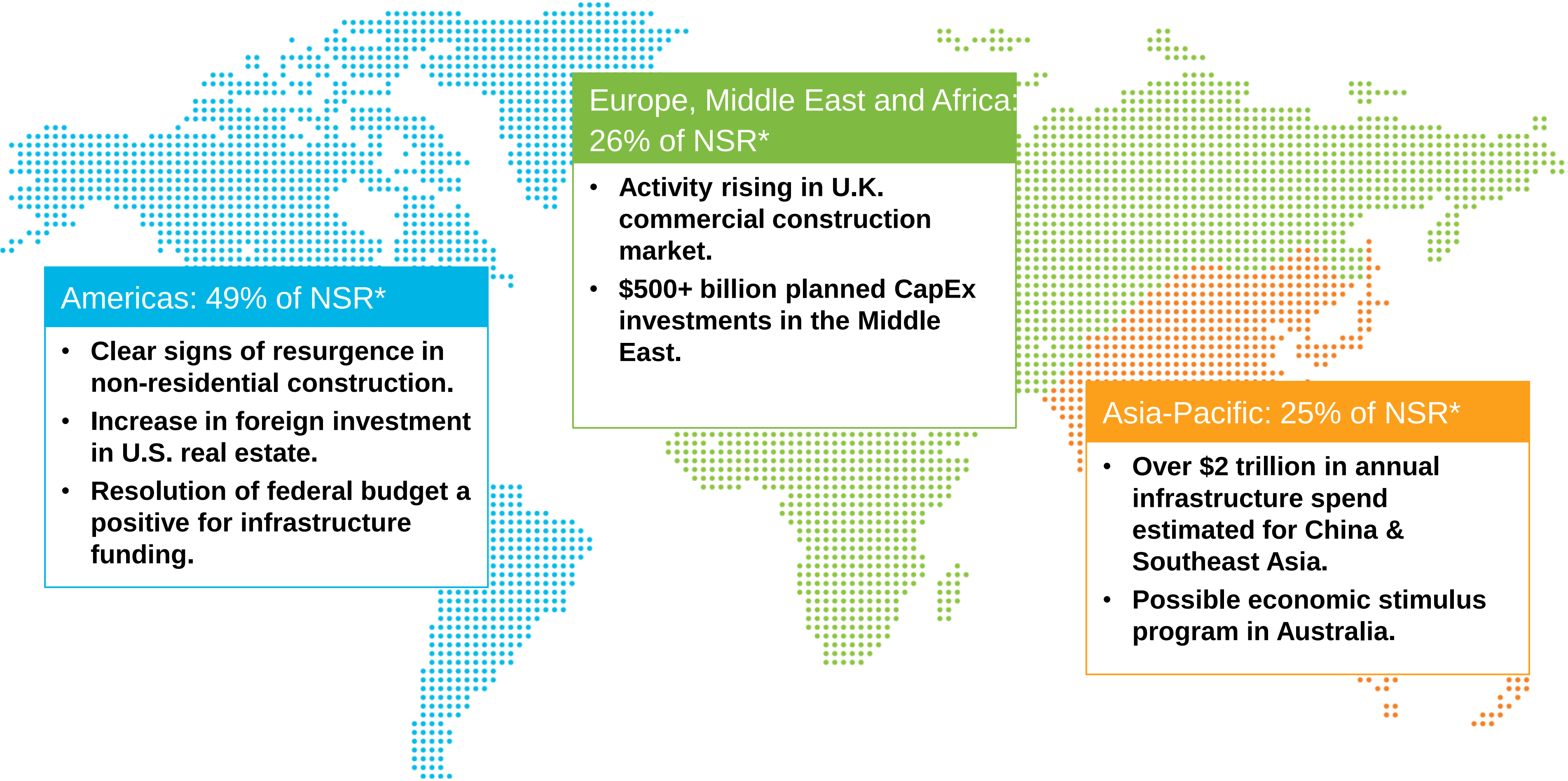
Finance

- $900+ million in projects resulting from AECOM Capital investments
- Direct capital investments
- Transactional advisory services

Operations & Maintenance

- Global diversification
- Domestic & foreign government sector facilities
- Private sector facilities

Q1 FY14 Regional Highlights



Americas: 49% of NSR*

- **Clear signs of resurgence in non-residential construction.**
- **Increase in foreign investment in U.S. real estate.**
- **Resolution of federal budget a positive for infrastructure funding.**

Europe, Middle East and Africa: 26% of NSR*

- **Activity rising in U.K. commercial construction market.**
- **$500+ billion planned CapEx investments in the Middle East.**

Asia-Pacific: 25% of NSR*

- **Over $2 trillion in annual infrastructure spend estimated for China & Southeast Asia.**
- **Possible economic stimulus program in Australia.**

* Estimated geographies based on Q1 FY14 LTM net service revenue where work is performed.

Key Takeaways

Focused on driving improvement:

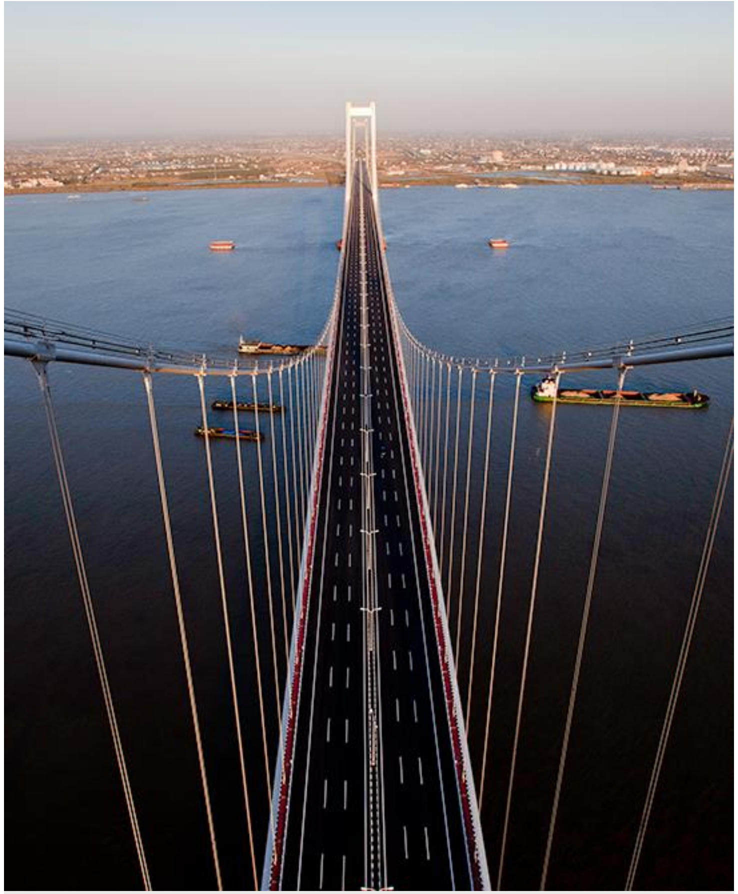
- **Stabilize business in Australia and design operations in the Americas through improved go-to-market strategy and cost controls.**
- **Generate EBITDA margins of 12% over time.**

Positive indicators:

- **$3.7 billion in gross revenue wins in Q1 alone.**
- **Continued strong execution on cash generation.**
- **Seeing signs of growth in existing markets and opportunities in new markets.**

Appendix

AECOM: A Leading $8-Billion Global Engineering and Construction Services Company



The Taizhou Bridge in Taizhou, Jiangsu, China — the world's first long-span, three-pylon suspension bridge — was recently presented the Supreme Award for Structural Engineering Excellence from the Institution of Structural Engineers.

- #1 global design firm(1) with top rankings in key end markets: Facilities; Transportation; Environmental; and Power & Energy.
- Geographic footprint, services portfolio, end market exposure and differentiated global capabilities aligned with strong secular growth catalysts.
- Exceeded target to return at least 50% of free cash flow to shareholders in fiscal 2013 and 2014 combined.
- Expect to generate between $1.3 and $1.8 billion in cumulative free cash flow over the next five years — fiscal years 2013-2017.
- Disciplined capital stewardship.
- Q1 fiscal year 2014 ending backlog of $18.4 billion, up 8% year-over-year, with total book of business of $27 billion.(2)

(1) Per *Engineering News-Record*
(2) Book of Business: Backlog plus estimate of IDIQ and Unconsolidated JV Backlog

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AECOM: Global Integrated Delivery Platform and Diversification Across Services, Geographies and Funding Sources

150+ COUNTRIES	2 SEGMENTS	OVER 30 MARKET SECTORS

PROFESSIONAL TECHNICAL SERVICES (PTS), 90%*

FACILITIES, 38%*

Commercial, Data Centers, Education, Government, Health Care, Hospitality, Sports and Entertainment

TRANSPORTATION, 26%*

Aviation, Highways and Bridges, Freight Rail, Transit, Ports and Marine

ENVIRONMENTAL, 18%*

Chemicals/ Pharmaceutical, Government, Manufacturing, Water, Wastewater

POWER, ENERGY & MINING, 8%*

Power/Electric Utilities, Hydropower, Geothermal, T&D, Wind and Solar, Mining, Oil & Gas

MANAGEMENT SUPPORT SERVICES (MSS), 10%*

Cyber Support, Contingency Support, Information Management, International Development, Linguistics, Logistics and Field Services, Operations and Maintenance, National Security Programs

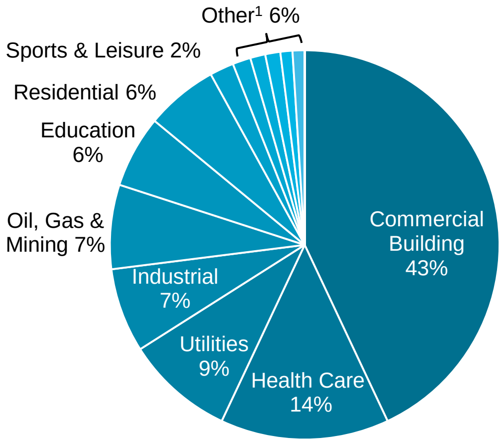
INTEGRATED DELIVERY

- Funding
- Planning
- Consulting
- Architecture and Engineering Design
- Program/ Construction Management
- Operations and Maintenance
- Cyber Security/ I.T. Services
- Logistics/ Support Services

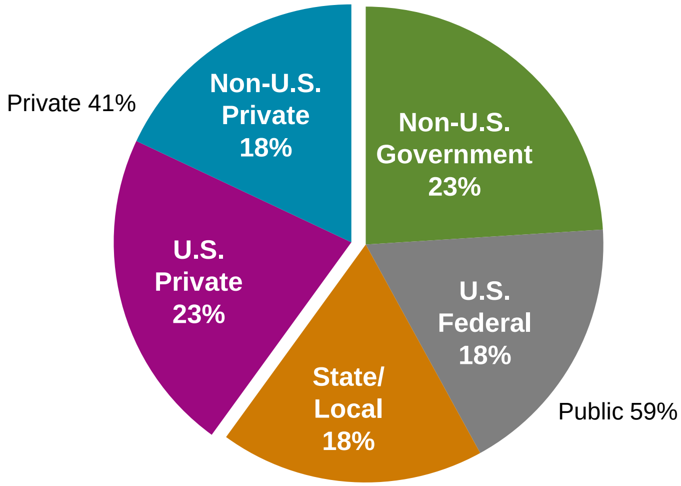
*Estimated funding sources and end markets based on Q1 FY14 LTM gross revenue.

Diversified Business Profile

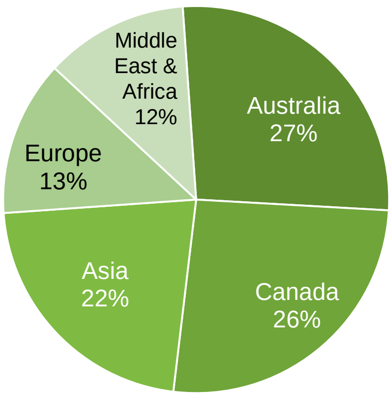
U.S. Private Mix



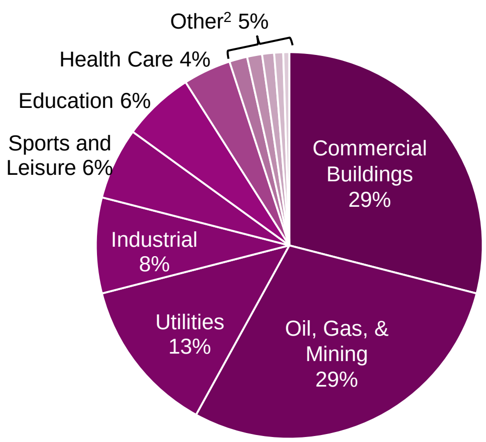
Diversified Funding Sources



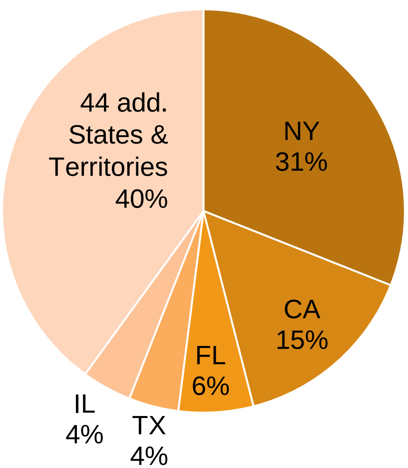
Non-U.S. Government Mix



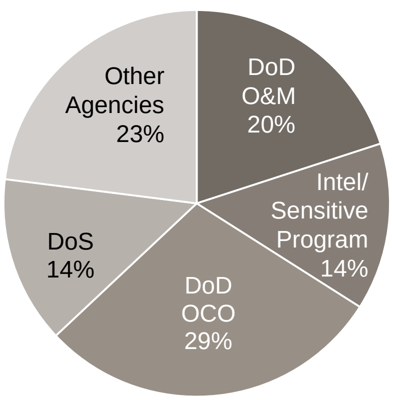
Non-U.S. Private Mix



State/Local Mix



U.S. Federal Mix



[1] Includes Transit and Aviation. [2] Includes Real Estate Development and Transportation. Sources: Estimated funding sources based on Q1 FY14 gross revenues.

Financial Overview: Track Record and Long-Term Goals

Track Record (2007-2013 CAGR[1])

Revenue +12%

EBITDA Margin[2] + 257bps

EPS[3] +13%

Backlog +18%

Key Objectives

Optimal Balance of Growth, Profitability and Liquidity

MARGINS

Target increasing EBITDA margin[2].

CASH FLOW

Annual FCF[4] equal to or greater than net income.

$1.3-$1.8bn *in cumulative FCF FY2013-FY2017.*

CASH FLOW

Balanced capital allocation.

More than ***50%*** *of FCF returned to shareholders FY2013-FY2014.*

[1] AECOM's initial public offering occurred in 2007. Compound annual growth shown for revenue, EPS, and backlog based on 2007-2013. [2] EBITDA/Net Service Revenue, both are non-GAAP measures. These results are from continuing operations. Cumulative EBITDA margin improvement shown from 2007-2013.
[3] Based on earnings per share from continuing operations. [4] Free cash flow (FCF) is defined as cash flow from operations less capital expenditures and is a non-GAAP measure.

Capital Allocation Strategy

Maximize Cash Flow Per Share Over Time

Share Repurchase

- Exceeded short-term target of returning 50% of FCF.
- Since inception of our repurchase program in 2011, we have repurchased over 27 million shares, or 23% of total outstanding shares.

Acquisitions

- Add to portfolio of services under integrated delivery model.
- Expand our geographic reach.

Organic Investments

- Strengthen competitive position.
- Enhance ability to drive profitable growth.
- AECOM Capital.

Same disciplined, balanced approach in 2014.

AECOM Long-Term Goals and Objectives

1

Increase shareholder value through balanced capital allocation and financial discipline.

2

Increase mix of high-margin technical and construction services.

3

Five-year plan driven predominantly by organic growth and strategic acquisitions.

4

Increase mix of private sector clients.

5

Increase penetration in top 100 private and multinational clients.

6

Increase revenue and profit from emerging markets in Africa, China, India, the Middle East, Eastern Europe, Latin America and natural-resource-rich economies.

Facilities End Market — Project Examples

Metropolis — Los Angeles, California, U.S.A.

- The $1-billion project will feature mixed-use residential, hotel and retail space on a 6-acre site in Downtown Los Angeles.
- AECOM to provide project and construction management services for the first phase of the China-based Greenland Group’s Metropolis development. The first phase of Metropolis will include a 19-story luxury hotel with 350 rooms and a 38-story residential tower that will house approximately 300 units.

Sacramento Kings Downtown Arena — Sacramento, California, U.S.A.

- AECOM is lead architect for the downtown entertainment and sports complex for the U.S. National Basketball Association’s Sacramento Kings.
- All architectural design work taking place in Sacramento to ensure ongoing local input in the design process. The design will ensure the facility celebrates the city, strengthens the downtown community, supports the team’s success and offers an unmatched fan experience.
- Features will include a dramatic Grand Entrance, measuring 50 x 150 feet, multiple balconies and Farm-To-Fork programming throughout the facility. The arena will be constructed using materials that range from glass to recycled aluminum to precast concrete, composed of sand from San Benito and rocks of Sierra limestone.

Transportation End Market — Project Examples

North-South Expressway — Singapore

- This expressway is anticipated to save commuters from the northern towns up to 30 percent of their current commuting times during peak hours by relieving traffic load on the heavily utilized Central Expressway, as well as nearby major arterial roads, according to the Land Transport Authority of Singapore.
- AECOM providing multidisciplinary services covering mechanical, electrical, plumbing, structural, fire engineering, geotechnical, environmental and transportation-planning to accommodate the project's complex technical challenges. The 13.4-mile expressway will run parallel to the country's Central Expressway, connecting towns along the north-south corridor with the city center.

Moreton Bay Rail — Queensland, Australia

- A rail project anticipated to provide a faster and safer route for commuters between Brisbane and the greater Moreton Bay region.
- Drawing on AECOM's experience as part of the successful Trackstar Alliance, the AECOM/Aurecon joint venture is providing design services for civil and structural works including stations, car parks, access roads and the design of rail components, including track, signaling, overhead traction and telecommunications.
- Once complete, the $1.07-billion Moreton Bay Rail project will provide a 7.8-mile dual-track passenger rail line between the Brisbane suburbs of Petrie and Kippa-Ring, and six new rail stations.

Environment End Market — Project Examples

Deephams Sewage Treatment Works — London, United Kingdom

- A $286-million contract from Thames Water to rebuild Deephams Sewage Treatment Works, one of London's largest sewage works facilities, and one of the biggest infrastructure projects in the United Kingdom's water industry.
- AECOM's joint venture providing upgrade services to Deephams in order to meet new environment agency sewage-treatment standards without disrupting the facility's current operation. The project will improve the water quality of London's River Lee, increase capacity to allow for future rises in population, and significantly reduce the frequency and intensity of odor on site.

New York City Department of Environmental Protection — New York City, New York, U.S.A.

- As part of the NYCDEP's $16-billion capital construction program, AECOM is providing a wide variety of environmental, energy, design and construction-management services.
- Services range from the installation of emergency generators at the NYCDEP's Jamaica Wastewater Treatment Plant to tributary dredge design to construction-management services for five supplemental carbon-storage facilities.

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Power, Energy and Mining End Markets — Project Examples

Wataynikaneyap Power — Ontario, Canada

- Assisting Wataynikaneyap Power in the construction of a new, $1-billion transmission line project in Northwestern Ontario, Canada.
- The AECOM-led team providing design, construction and financial services for the project. The project's first phase is a new transmission line to Pickle Lake, Ontario. The second phase will consist of connecting remote First Nations communities to the provincial power grid.

Engineering services for water-retaining structures — Ontario, Canada

- AECOM has won a standing offer from Public Works and Government Services Canada to provide engineering services for dams and water-retaining structures.
- The project includes multiple call-ups of engineering services for dam safety reviews; emergency response and preparedness plans; design concept and development for rehabilitation and new construction; tender documents; and more.

Government Services End Market — Project Examples

“Be Secure” Water Security for Resilient Economic Growth and Stability program — Philippines

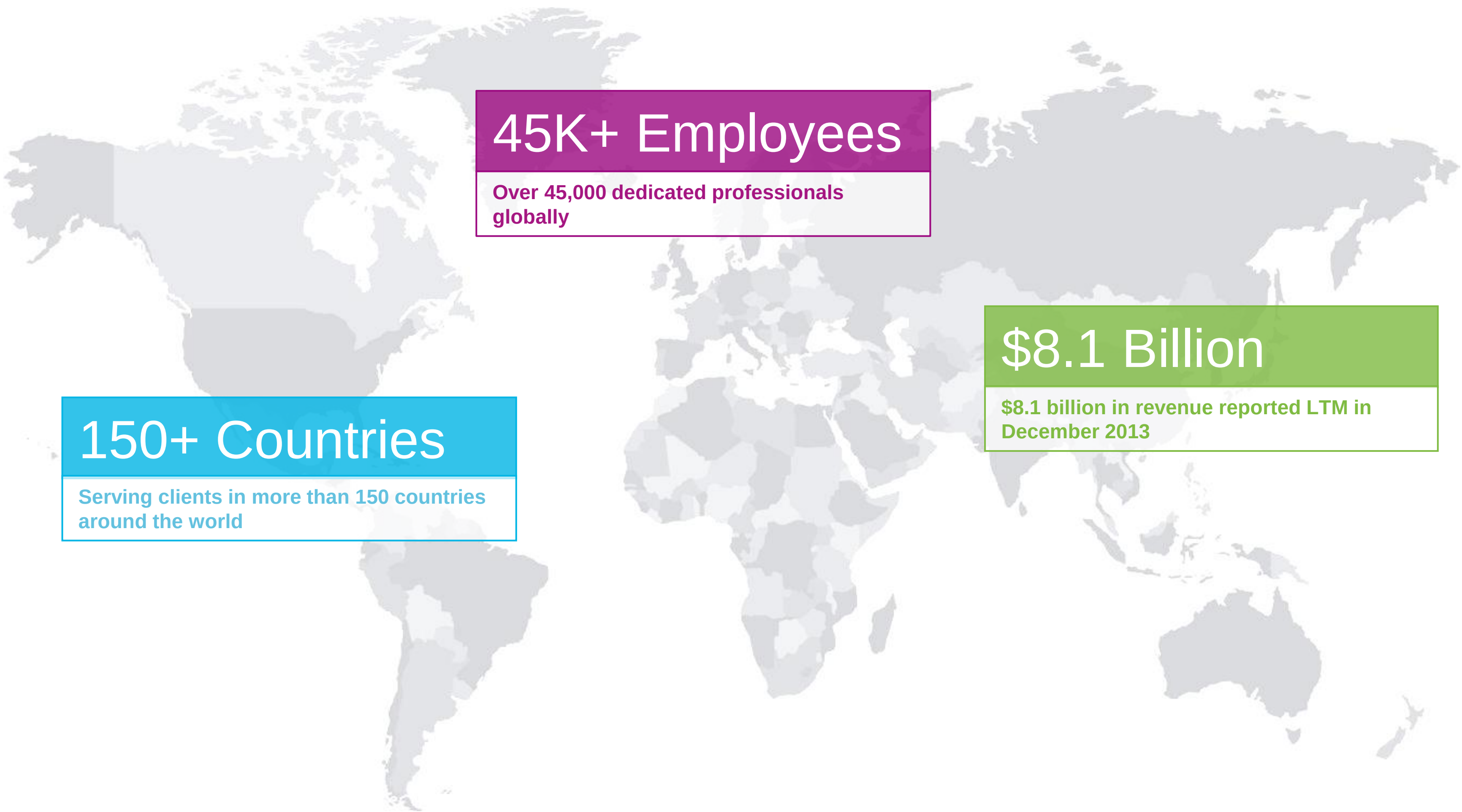
- AECOM is partnering with the government of the Philippines to promote good governance and build capacity in water security to achieve improved access to water services and more-resilient communities. AECOM is working to support local stakeholders, improve sustainable water supply, advance wastewater-treatment service delivery and increase resilience to climate-related water stress and hydrological extremes.
- AECOM is implementing the Be Secure project in partnership with WaterLinks, a Philippines-based non-profit that develops peer-to-peer partnerships between water services providers.

U.S. Navy Declassification Contract — National Capital Region, Washington, D.C., U.S.A.

- AECOM’s second declassification contract with the Department of the Navy. Both programs running concurrently.
- AECOM analysts will conduct declassification reviews of records that are 25 years and older in accordance with Executive Order 13526, which prescribes a uniform system for classifying, safeguarding and declassifying national security information.

AECOM

Thank you!



45K+ Employees

Over 45,000 dedicated professionals globally

150+ Countries

Serving clients in more than 150 countries around the world

$8.1 Billion

$8.1 billion in revenue reported LTM in December 2013