

The Addressable Market for PFAS Consulting Services



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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, 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; potential government shutdowns or other funding circumstances that may cause governmental agencies to modify, curtail or terminate our contracts; losses under fixed-price contracts; limited control over operations that 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, geopolitical events, and conflicts; 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; managing pension costs; AECOM Capital real estate development projects; cybersecurity issues, IT outages and data privacy; risks associated with the benefits and costs of the sale of our Management Services and self-perform at-risk civil infrastructure, power construction and oil and gas businesses, including the risk that any purchase adjustments from those transactions could be unfavorable and result in any future proceeds owed to us as part of the 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 press release 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, segment adjusted operating margin, 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 operating income, adjusted net income, adjusted EBITDA and adjusted EPS to exclude the impact of certain items, such as amortization expense and taxes to aid investors in better understanding our core performance results. We use free cash flow to present the cash generated from operations after capital expenditures to maintain our business. We present net service revenue (NSR) to exclude pass-through 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. We present adjusted tax rate to reflect the tax rate on adjusted earnings. We also use constant-currency growth rates where appropriate, which are calculated by conforming the current period results to the comparable period exchange rates.

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. The Company is unable to reconcile certain of its non-GAAP financial guidance and long-term financial targets due to uncertainties in these non-operating items as well as other adjustments to net income. The Company is unable to provide a reconciliation of its guidance for NSR to GAAP revenue because it is unable to predict with reasonable certainty its pass-through revenue.

Who We Are

We are the world's trusted infrastructure consulting firm.

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

ENR
Engineering News-Record

#1

- ✓ Water
- ✓ Transportation
- ✓ General Building
- ✓ Environmental Science
- ✓ Environmental Engineering

#2

- Environmental Firm
- Green Design Firm
- Water Transmission Lines and Aqueducts
- Wastewater Treatment Plants
- Education

#3

- Marine and Ports
- Sewer and Waste
- Water Treatment and Desalination
- Clean Air Compliance
- Site Assessment and Compliance
- Green Contractor



Featured on **Fortune's** "World's Most Admired Companies" 10 years in a row



Recognized with the **Equality 100 Award** by the Human Rights Campaign Foundation's Corporate Equality Index



Ranked as a **Military Friendly Employer** 18 years in a row



Named **TIME** magazine's Best Companies for Future Leaders



Named by **Ethisphere** one of 2024 World's Most Ethical Companies for the eighth year



RoSPA President's Award winners have achieved a very high level of performance, demonstrating well developed occupational health and safety management systems

52K

of the industry's best technical experts

10YR

Fortune's World's Most Admired Companies

90%

Share of profit from our 4 key geographies

\$14B

Revenue in FY'23

Regulations Are Increasing to Address Growing PFAS Concerns

Regulatory Drivers in the Market

PREVENTION

- Manufacturing bans
- Product bans
- Replacement chemistry

CONTROLS

- Product reporting
- Use restrictions
- Regulatory limits: water, effluents, biosolids

TREATMENT

- Site characterization
- Multimedia treatment
- Destructive technologies

Clients Acting Now To Meet Stringent Regulations

Actions taking in response and *in advance* of regulations:

- Source identification, characterization
- Forensic PFAS evaluation
- Catchment analysis
- Drinking water mitigation design and implementation
 - Active treatment
 - Blending
 - Alternative sourcing
- Wastewater pretreatment
- Disposal/ incineration of biosolids
- Stormwater management

Regulatory actions are expanding across geography and becoming increasingly stringent

Global PFAS Market Demand Is Substantial and Accelerating

Our Estimates of the Global Market Opportunity Are Already Substantial, but Likely Conservative:

\$250B+

Estimated Global PFAS Market



20%

Percentage Addressable by Consultants Over 10 Years, Equates to \$5 Billion Per Annum



\$50B

AECOM's Addressable Market Over the Next Decade

AECOM's Competitive Advantage:



Holistically Advising Clients Across the Project Lifecycle through our...

Advisory, Program Management, and Design and Execution Services

With our global reach and holistic offering, we are ideally positioned to capitalize on accelerating demand

Note figures are from AECOM's estimates.

Resolving PFAS Requires Substantial Resources

Opportunity and Headwinds

Engineering solutions exist, but how do we pay for them?
Rate increases — Government funding — “Polluter pays”

Rate increases

- Possible in large jurisdictions
- Restrictive in small, underserved communities

Government funding

- USEPA estimates cost will be \$1.54B/year
- AWWA estimates cost \$2.5 to 3.2B/year
- IJJA - \$9B distributed through states

Multi-district Litigation funding:

- Several industrial private clients challenged by multi-billions in litigation liability

PFAS Create Complex, Multi-Year Challenges:



Continuous regulatory changes are further compounding the complexity of the PFAS challenge and accelerating demand

Already Delivering on the Largest Key U.S. Federal Environmental Contracts

Delivering Some of the Largest Federal Environmental Programs:

Large Federal Agency

Preparing programmatic PFAS Compliance and Reporting Policy for a large Federal Agency

U.S. Army

Winning a \$464 million multiple award contract with the U.S. Army Environmental Command investigating and remediating PFAS; contracting via every Corps of Engineers District to support large and complex U.S. Air Force projects

U.S. Navy CLEAN Program

Leading both the Pacific and Atlantic regions of the U.S. Navy's CLEAN program executing PFAS solutions

Army National Guard

Leading \$100 million in nationwide PFAS investigation and remedial actions for Army National Guard

NASA

Designing and implementing NASA's PFAS investigation and remediation efforts for all facilities across the U.S.



We have ~\$2 billion of environmental consulting opportunity through these contracts over the next 5+ years

We Are Ideally Suited to Capitalize on A Substantial Market Opportunity

AECOM Brings Leading Capabilities

~20 Countries with PFAS Work

600+ PFAS Project Sites for 300+ Unique Clients

Global Acumen: Anchored in the U.S., Australia and EU/UK, extending into Latin America, Asia and Middle East

PFAS Academy: Accredited global program builds and attracts top talent



Award-winning Innovation

Investing in wastewater and biosolids solutions, nature-based solutions, destruction treatment

Future PFAS Market Opportunity

~50%

AECOM PFAS YoY Backlog Growth in Q2'24

2-3x

AECOM's PFAS Revenue Growth Opportunity Over the Next Several Years

\$2-3B

AECOM's PFAS-Specific Net Service Revenue Opportunity Over the Next 10 Years

The PFAS market is expected to be a significant growth accelerator for AECOM over the next several years



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AECOM

Delivering a
better world



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