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July 24, 2020

Aecon Group Inc. (TSX: ARE)

Second Quarter 2020 Results Presentation

Forward-Looking Information

The information in this presentation includes certain forward-looking statements. Although these forward-looking statements are based on currently available competitive, financial and economic data and operating plans, they are subject to risks and uncertainties. In addition to events beyond Aecon's control, there are factors which could cause actual or future results, performance or achievements to differ materially from those expressed or inferred herein including risks associated with an investment in the common shares of Aecon and the risks related to Aecon's business, including, but not limited to: the timing of projects, unanticipated costs and expenses, the failure to recognize and adequately respond to climate change concerns or public and governmental expectations on climate matters, general market and industry conditions and operational and reputational risks, including large project risk and contractual factors, and risks and potential entitlements to government assistance programs relating to the COVID-19 pandemic. Risk factors are discussed in greater detail in the section on "Risk Factors" included in the Management Discussion and Analysis filed on July 23, 2020 and in the Annual Information Form filed on March 30, 2020, both of which are available on SEDAR at www.sedar.com.

Forward-looking statements may include, without limitation, statements regarding the operations, business, financial condition, expected financial results, performance, prospects, ongoing objectives, strategies and outlook for Aecon. Forward-looking statements may in some cases be identified by words such as "will", "plans", "believes", "expects", "anticipates", "estimates", "projects", "intends", "should" or the negative of these terms, or similar expressions. Other important factors, in addition to those discussed in this document, could affect the future results of Aecon and could cause its results to differ materially from those expressed in any forward-looking statements. Except as required by applicable securities laws, forward-looking statements speak only as of the date on which they are made and Aecon undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Q2 2020 Financial Results – Reported

Q2 2020 Results Impacted by COVID-19 but Work Program Continues to Grow

$ Millions (except per share amounts)	Three Months Ended June 30			Trailing Twelve Months Ended June 30		
	2020	2019	Change+	2020	2019	Change+
Revenue	779	867	▼ 10%	3,470	3,486	–
Gross Profit	53.8	96.3	▼ 44%	339.5	373.7	▼ 9%
Gross Margin %	*6.9%*	*11.1%*	▼ *420bps*	*9.8%*	*10.7%*	▼ *90 bps*
Adjusted EBITDA	24.4	57.3	▼ 57%	196.3	231.1	▼ 15%
Adjusted EBITDA Margin %	*3.1%*	*6.6%*	▼ *350bps*	*5.7%*	*6.6%*	▼ *90 bps*
Operating Profit (Loss)	(0.8)	28.1	▼ 103%	79.5	116.1	▼ 32%
Profit (Loss)	(6.2)	20.4	▼ 130%	44.7	80.4	▼ 44%
Earnings (Loss) per share - diluted	($0.10)	$0.31	▼ 132%	$0.70	$1.22	▼ 42%
New Awards	1,080	873	▲ 24%	3,970	3,796	▲ 5%
Backlog	7,255	6,755	▲ 7%	7,255	6,755	▲ 7%

+ bps = basis point

Construction Q2 2020 Results - Reported

Q2 2020 Results Impacted by COVID-19 but Work Program Continues to Grow

Revenue down by **$69M**, or **8%**, quarter over quarter

- ▼ $27M in Civil and Urban Transportation Systems driven by decreases in both eastern and western Canada due to COVID-19, partially offset by increase in roadbuilding projects
- ▼ $95M in Nuclear driven by work on the next unit of the main reactor refurbishment at the Darlington nuclear facility being delayed to later in the year due to COVID-19
- ▲ $27M in Utilities operations, primarily due to the acquisition of Voltage Power
- ▲ $26M in Industrial due to increased activity on mainline pipeline projects in western Canada

Adjusted EBITDA down by **$16M**, or **36%**, quarter over quarter

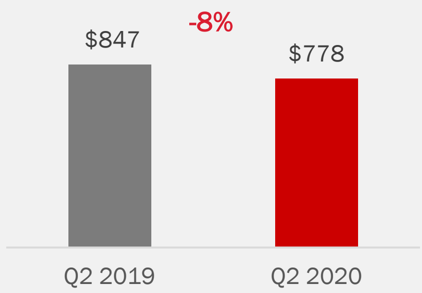
- ▼ Lower volume and profit margin in Civil and Urban Transportation Systems
- ▲ Higher volume and profit margin in roadbuilding
- ▼ Lower volume in Nuclear
- ▼ Lower profit margin in Utilities
- ▲ Higher volume and profit margin in Industrial

New awards higher by **226M**, or **27%**, quarter over quarter

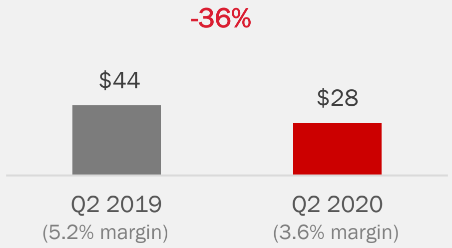
- ▲ Primarily driven by higher awards in Industrial and Utilities

Q2 2020*

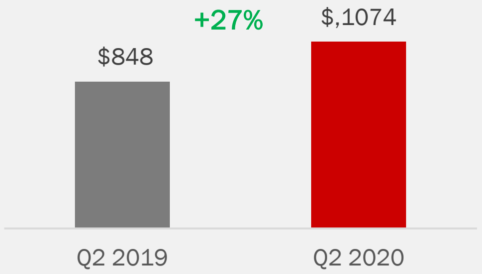
Revenue ($M)



Adj. EBITDA ($M)



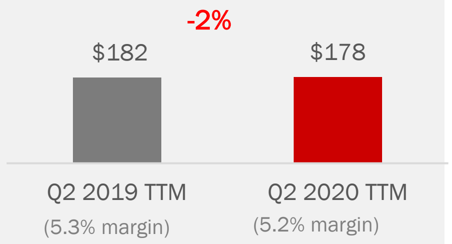
New Awards ($M)



Q2 2020 TTM*

Revenue ($M)

Adj. EBITDA ($M)



New Awards ($M)

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* Totals and variances may not add due to rounding and eliminations

Concessions Q2 2020 Results - Reported

Q2 2020 Results Impacted by COVID-19

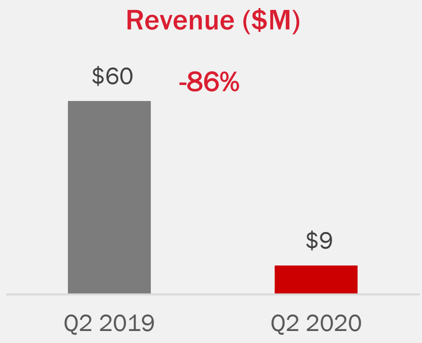
Revenue down by **$52M**, or **86%**, quarter over quarter

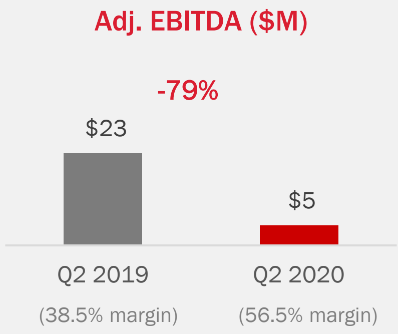
Primarily driven by the slowdown and then suspension of commercial flight operations on March 20, 2020 and throughout the remainder of the second quarter at the Bermuda International Airport Redevelopment Project for reasons related to the COVID-19 pandemic, as well as decreased construction activity related to the project

Adjusted EBITDA down by **$18M**, or **79%**, quarter over quarter

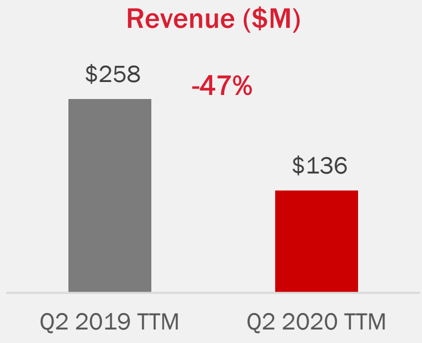
Primarily related to the Bermuda International Airport Redevelopment Project and the above noted COVID-19 impact on airport operations

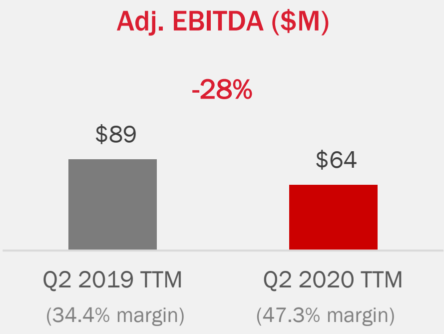
Q2 2020*





Q2 2020 TTM*





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Strong Financial Position, Liquidity and Capital Resources

Balance Sheet ($M)

	June 30, 2020
Core Cash^	19.4
Cash in Joint Operations^	502.2
Total Cash^	**521.6**
Net Working Capital	135.0
Long-Term Debt^	
- Finance Leases	170.0
- Equipment & Other Asset Loans	38.2
LT Debt excluding Convertible Debentures^	208.2
Convertible Debentures (Face Value) due Dec. 2023 (5.0%)	184.0
Total LT Debt plus Convertible Debentures^	**392.2**
LT Debt to Q2 2020 TTM Adjusted EBITDA&^	
- Excluding Convertible Debentures	1.1 x
- Including Convertible Debentures	2.0 x
Net Debt to Q2 2020 TTM Adjusted EBITDA+	1.9 x

Free Cash Flow ($M)

	Q2 2020 TTM	Y/E 2019
Adjusted EBITDA	196.3	221.9
Cash Interest Expense (net)	(37.6)	(36.0)
Capital Expenditures (net)	(37.2)	(35.6)
Income Taxes Paid	(26.1)	(6.7)
Free Cash Flow Before W/C and net JV Impact	**95.4**	**143.6**
Change in Working Capital	38.7	11.1
Net JV Impact*	(35.5)	(31.5)
FREE CASH FLOW**	**98.6**	**123.2**

- Financial position, liquidity and capital resources are expected to be sufficient to finance operations and working capital requirements for the foreseeable future
- $1.3 billion total committed credit facilities for working capital and letter of credit requirements
- No debt or working capital credit facility maturities until the second half of 2023, except equipment loans and leases in the normal course

^ Excludes non-recourse project debt & restricted cash associated with Bermuda Airport Project
+ Net debt calculated as long-term debt (including convertible debentures) less core cash
& Calculations based on face value of convertible debentures

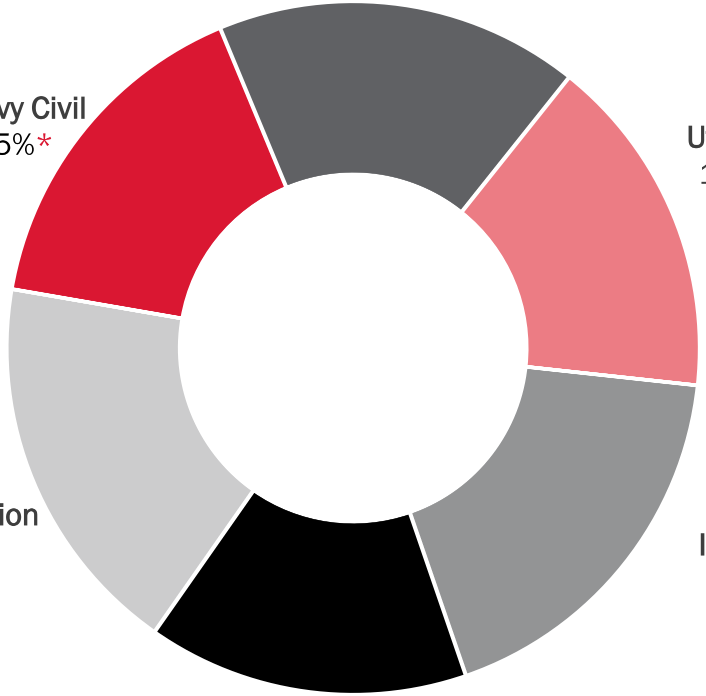
* Net JV Impact represents the difference between Equity Project EBITDA included in Adjusted EBITDA (Equity Project EBITDA as defined in Aecon's MD&A) and distributions from projects accounted for using the equity method

** Excludes $30 million purchase of Voltage Power in February 2020 and final proceeds from sale of Contract Mining business: $22 million in 2019 and $12 million received in May 2020

Diverse & Resilient Business Model

Construction

Q2 2020 TTM Revenue	\$3,415 M +
Q2 2020 TTM EBITDA	\$178 M +



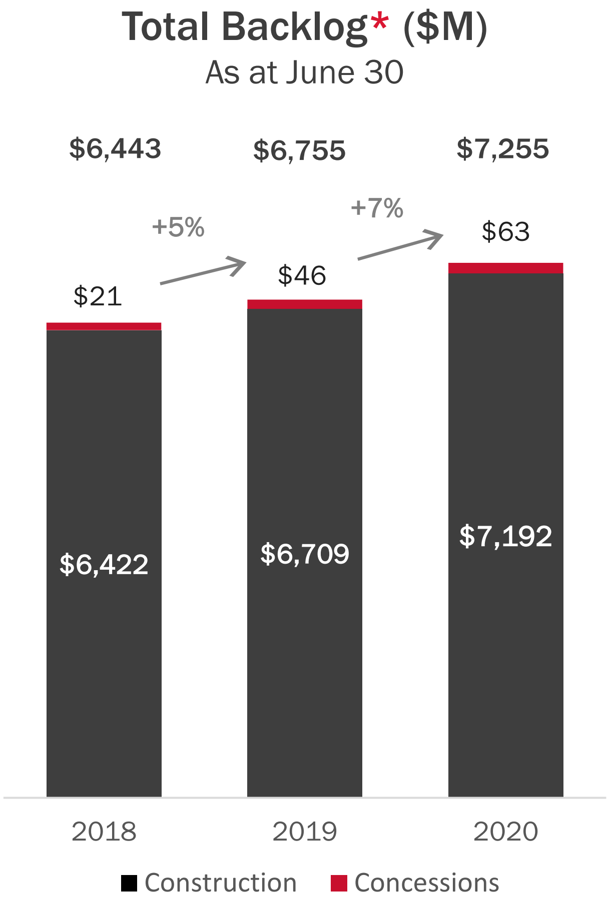
Concessions

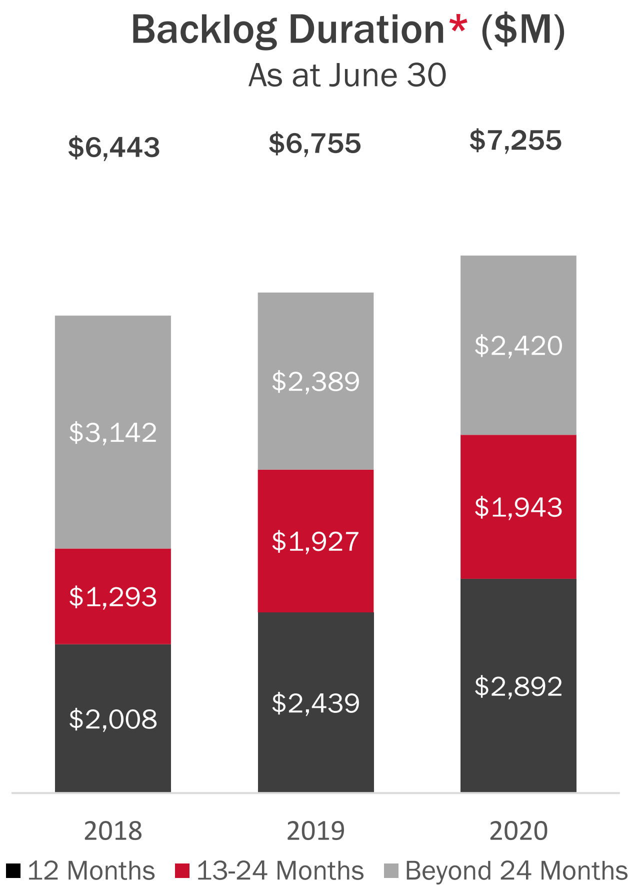
Q2 2020 TTM Revenue	\$136 M +
Q2 2020 TTM EBITDA	\$64 M +

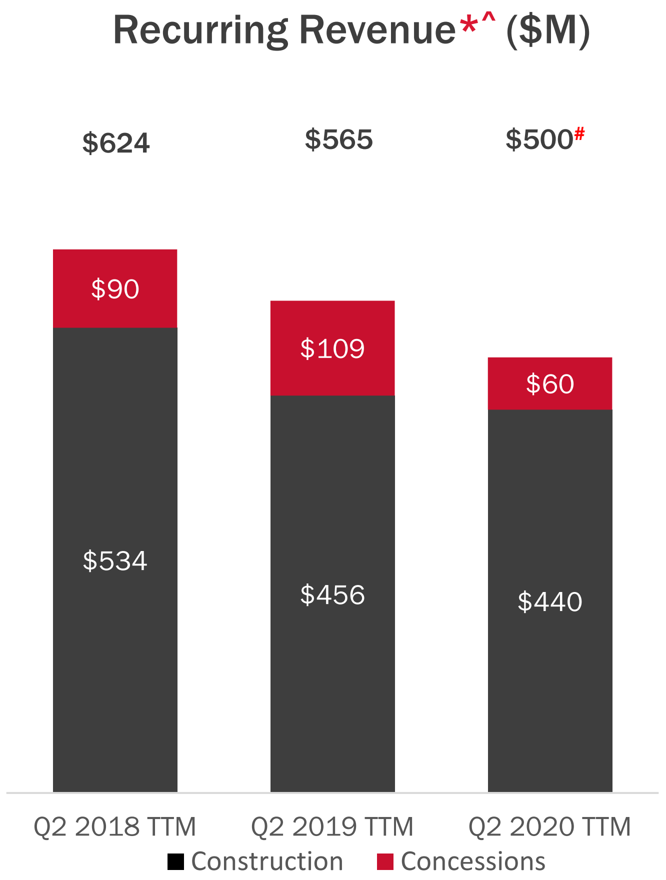
SKYPORT	BERMUDA AIRPORT	100%^
MOSAIC TRANSIT GROUP	FINCH WEST LRT	33%^
CROSSLINX TRANSIT SOLUTIONS	EGLINTON LRT	25%^
BRIDGING NORTHAMERICA	GORDIE HOWE INTERNATIONAL BRIDGE	20%^
GRANDLINQ CONTRACTORS	WATERLOO LRT	10%^

+ Before corporate costs and eliminations
* % of Q2 2020 TTM Revenue
^ % of Aecon equity ownership in the concessionaire

Record Backlog & Strong Recurring Revenue







Backlog Contract Type As at June 30, 2020

Fixed Price - **63%** Cost Plus / Unit Price - **37%**

2020 Q2 TTM Revenue+

Fixed Price – **53%** Cost Plus / Unit Price - **47%**

* Recurring revenue is not included in backlog and is, therefore, revenue over and above work to be performed from contracts in backlog
^ Excludes contract mining recurring revenue in 2018 due to sale of business in 2018
# Decrease in Q2 2020 TTM recurring revenue driven by slowdown and then suspension of commercial flight operations on March 20, 2020 and throughout Q2 2020 at the Bermuda International Airport
\+ TTM Revenue contract mix reflects inclusion of recurring revenue (Cost Plus/Unit Price) and timing of backlog work off

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Outlook

- While the impact of COVID-19 on Aecon's operating environment has stabilized during the second quarter, operations continue to be impacted either by client decisions related to schedules or operating policies or due to broader government directives to modify work practices to meet health and safety standards related to the COVID-19 pandemic.
- In the second half of the year, the main impacts are expected to be from the slow ramp up, starting in early July, of commercial operations at the Bermuda International Airport Redevelopment Project as well as in nuclear operations where ramp up on the next phase of work on a number of projects has been delayed until late in the third quarter and into the fourth quarter.
- While the impact to these projects, as well as others, will be to reduce revenue until normal operations resume, there is no guarantee that all related costs will be recovered and therefore it is possible that future project margins could be impacted.
- In addition, certain projects that were expected to be available to Aecon to bid on to secure new revenue have been delayed. Any such delays are currently expected to be temporary, and the current backlog and level of new awards year-to-date have remained robust as evidenced by the record backlog of $7.3 billion at the end of the second quarter.
- To date, no projects that were previously recorded in Aecon's backlog have been cancelled due to COVID-19.
- The Company expects that demand for its services will remain strong following the COVID-19 pandemic as the federal government and provincial governments across Canada have identified investment in infrastructure as a key source of economic stimulus once the country reaches the recovery phase
- Aecon's financial position, liquidity and capital resources remain strong, and are expected to be sufficient to finance its operations and working capital requirements for the foreseeable future.
- As a Canadian employer whose business has been affected by COVID-19, Aecon expects to submit formal applications for the Canada Emergency Wage Subsidy ("CEWS") in the third quarter of 2020 for eligible entities.
- Aecon continues to monitor developments and mitigate risks related to the COVID-19 pandemic and the impact on Aecon's projects, operations, supply chain, and most importantly the health and safety of its employees. As this situation may continue to evolve for some time, shifting directives and policies from clients and governments are expected to continue.

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