

An aerial photograph of a tropical island at dusk. A long, narrow bridge extends from the foreground into the turquoise water, leading to a large resort complex with several buildings and a parking lot. The sky is a mix of blue and orange, and the water is a deep blue with some darker patches. The overall scene is serene and scenic.

AECON

Investor Presentation

THIRD QUARTER 2021

AECON GROUP INC. (TSX: ARE)

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. Such factors include but are not limited to: the timing of projects, unanticipated costs and expenses, the ability to recognize and adequately respond to climate change concerns or public and governmental expectations on climate matters, Aecon's assessment of the risks and opportunities related to its industry's transition to a lower-carbon economy, Aecon's expectations regarding legal proceedings to which Aecon is a party, general market and industry conditions and operational and reputational risks, including large project risk and contractual factors and risks relating to the COVID 19 pandemic.

Risk factors are discussed in greater detail in Section 13 – “Risk Factors” in the 2020 Annual MD&A dated February 25, 2021 and in the Annual Information Form filed on February 26, 2021, both of which are available on the System for Electronic Document Analysis and Retrieval (“SEDAR”) at www.sedar.com. 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.

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. 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, except as required by applicable law.

Non-GAAP and Supplementary Financial Measures

The presentation contains certain non-GAAP and supplementary financial measures, as well as non-GAAP ratios to assist readers in understanding the Company's performance (GAAP refers to Canadian Generally Accepted Accounting Principles). These measures do not have any standardized meaning and therefore are unlikely to be comparable to similar measures presented by other issuers and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with GAAP.

Management uses these non-GAAP and supplementary financial measures, as well as certain non-GAAP ratios to analyze and evaluate operating performance. Aecon also believes the financial measures defined below are commonly used by the investment community for valuation purposes, and are useful complementary measures of profitability, and provide metrics useful in the construction industry.

Throughout this presentation, the following terms are used, which are not found in the Chartered Professional Accountants of Canada Handbook and do not have a standardized meaning under GAAP: “Adjusted EBITDA”, “Equity Project EBITDA”, “Backlog”, “Adjusted EBITDA margin”, “Gross Profit Margin”.

Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in the Company's Q3 2021 Management's Discussion and Analysis (“MD&A”) available through SEDAR at www.sedar.com for the definitions of non-GAAP and supplementary financial measures as well as non-GAAP ratios used in this presentation.

Refer to Section 9 “Quarterly Financial Data” in the Company's Q3 2021 MD&A for a quantitative reconciliation of the above-mentioned measures to the most comparable financial measures presented in the primary financial statements of the Company.

Why Invest in Aecon?

THE #1 CANADIAN INFRASTRUCTURE COMPANY



Unprecedented Demand

\$6.0B

BACKLOG[@]

\$40B+

ACTIVE BID PIPELINE

- Record level of infrastructure investment underway across Aecon's focus areas
- Government investment in infrastructure is a key source of economic stimulus as part of COVID-19 recovery plans
- Strong private sector, multi-year capital programs
- Positive population and immigration dynamics driving long-term, sustainable demand
- Partner of choice for international and domestic players
- Strong track record of growth and margin improvement



Diversified & Resilient Business Model

\$4.0B

TOTAL REVENUE^{*}

\$241M

CONSTRUCTION EBITDA^{*+@}

\$63M

CONCESSIONS EBITDA^{*+@}

- Diversified by geography, sector, contract size and type in Construction segment
- Over 900 discrete projects typically underway with average project size <\$25 million
- Valuable and growing Concessions portfolio
- Strong recurring revenue base adds further stability and growth opportunity to business mix
- ~41% of TTM revenue from unit price/cost plus contracts
- Well positioned in growth markets linked to sustainability



Sustainable Shareholder Value Creation

13%

10 YEAR DIVIDEND CAGR[^]

23%

5 YEAR EPS CAGR[#]

25%

5 YEAR TOTAL SHAREHOLDER RETURN[&]

- Disciplined, balanced and diverse capital allocation program and strategy
- History of consistent dividend increases
- Growth in Concessions portfolio provides future value creation options
- Focused on sustainability, including a 30% GHG reduction target by 2030 and a net zero target by 2050
- Over 50% of 2020 revenue tied to sustainability projects[~]
- Current valuation multiple provides attractive upside potential
- First Canadian construction company to incorporate a sustainability-linked credit facility tied to ESG objectives

* Q3 2021 Trailing Twelve Months ("TTM")

+ Before corporate costs and eliminations

^ Compound Annual Growth Rate ("CAGR") of annual dividend from 2012 to 2021

CAGR of full year Diluted EPS from 2015 to 2020

& December 31, 2015 to December 31, 2020

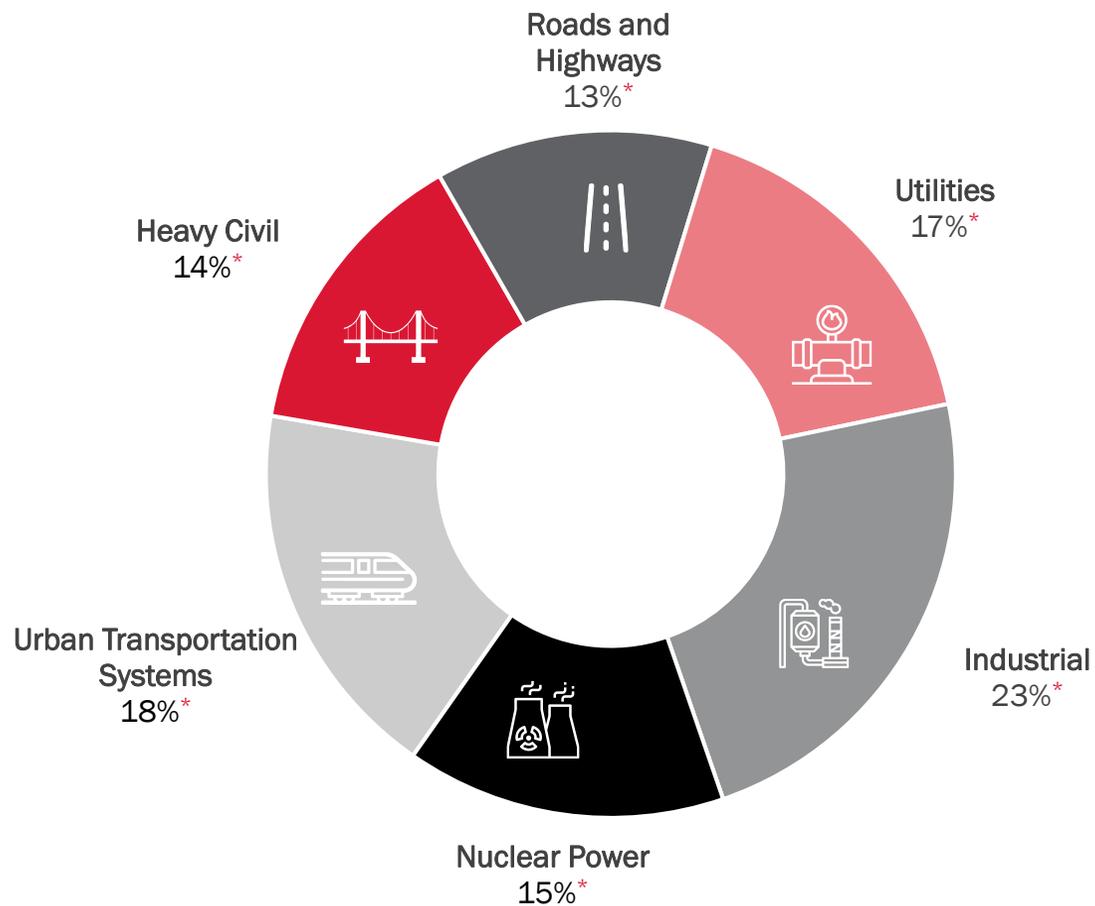
@ This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

~ Sustainability projects help to preserve and protect the environment, but also help to preserve the ability of society to sustain itself. Including but not limited to, projects that: reduce emissions, support the transition to a net-zero economy, support clean water use and conservation, and reduce/recycle waste.

Diverse & Resilient Business Model

Construction

Q3 2021 TTM Revenue \$3,907 M ⁺
 Q3 2021 TTM EBITDA \$241 M ^{+@}



Concessions

Q3 2021 TTM Revenue \$104 M ⁺
 Q3 2021 TTM EBITDA \$63 M ^{+@}

	BERMUDA AIRPORT	100%[^]
	FINCH WEST LRT	33%[^]
	EGLINTON LRT	25%[^]
	GORDIE HOWE INTERNATIONAL BRIDGE	20%[^]
	WATERLOO LRT	10%[^]

⁺ Before corporate costs and eliminations

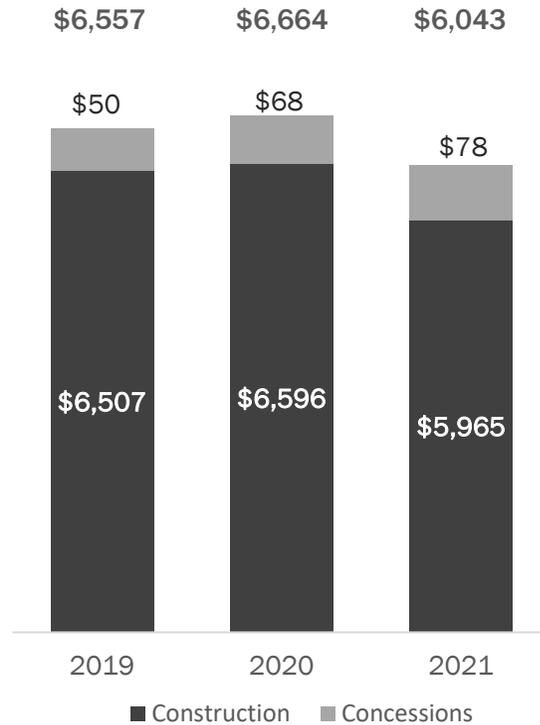
^{*} % of Q3 2021 TTM Revenue

[^] % of Aecon equity ownership in the concessionaire

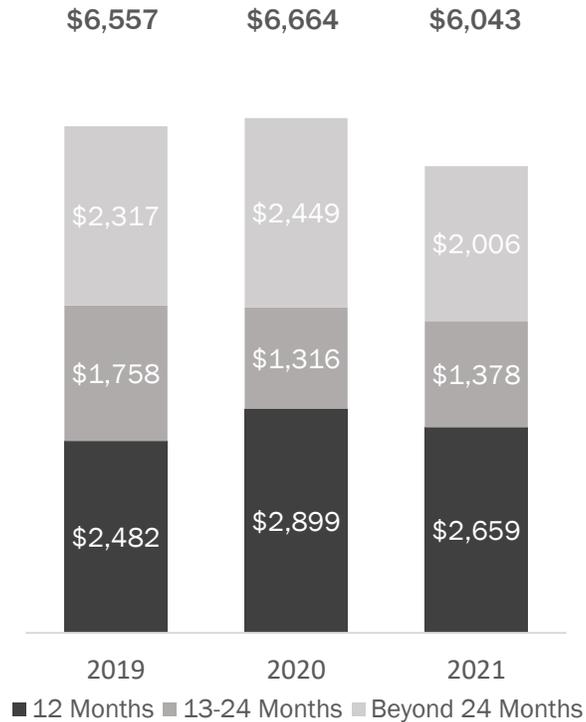
[@] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

Strong Backlog & Recurring Revenue Profile

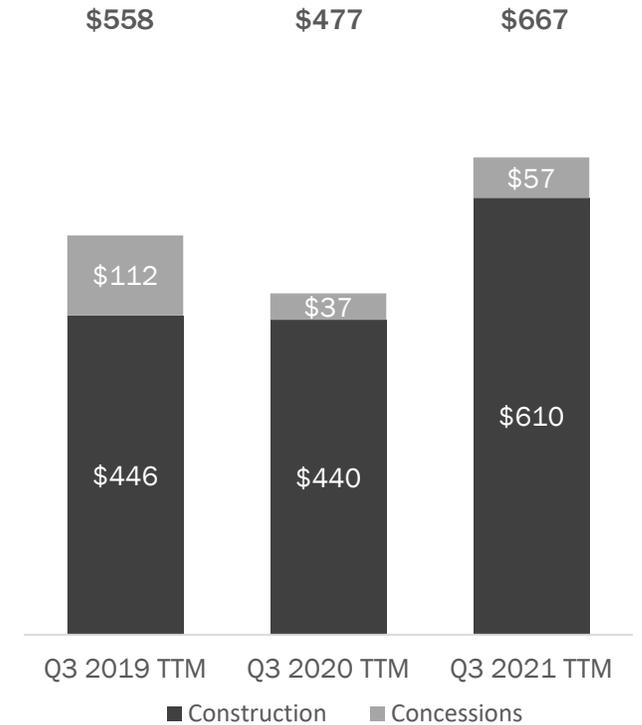
Total Backlog[Ⓜ] (\$M) As at September 30



Backlog Duration* (\$M) As at September 30



Recurring Revenue* (\$M)



Backlog Contract Type As at September 31, 2021



2021 Q3 TTM Revenue⁺

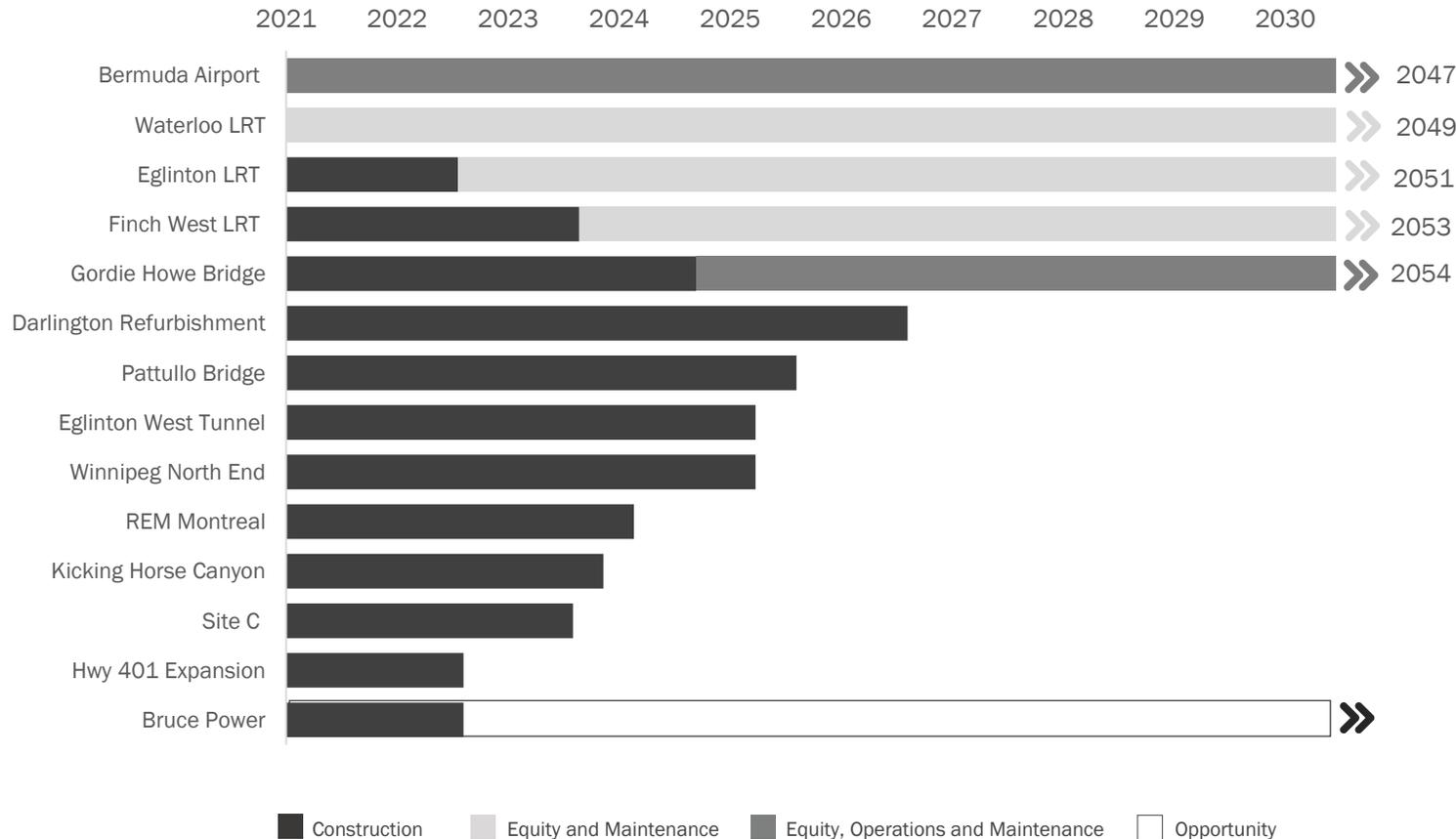
* Recurring revenue is not included in backlog and is, therefore, revenue over and above work to be performed from contracts in backlog

+ TTM Revenue contract mix reflects inclusion of recurring revenue (Cost Plus/Unit Price) and timing of backlog work off

Ⓜ This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

Major Projects & Concessions Provide Stability

Project Timeline (Starting from 2021)



P3 Concessions*

Bermuda Airport

US\$274 million; construction started 2017 and completed 2020; 100% equity stake and 30 year concession began in 2017

Waterloo LRT

\$583 million; construction started 2014 and completed 2019; 10% equity stake and 30 year concession began in 2019

Eglinton LRT

\$5.3 billion; construction started 2015 and target completion under discussion; 25% equity stake and 30 year concession post construction

Finch West LRT

\$2.5 billion; construction started 2018 and target completion 2023; 33% equity stake and 30 year concession post construction

Gordie Howe Bridge

\$5.7 billion; construction started 2018 and target completion 2024; 20% equity stake and 30 year concession post construction

Other Major Projects*

Darlington Nuclear Refurbishment

\$2.75 billion; 10 year project started 2016

Pattullo Bridge Replacement

\$968 million; 5 year project started 2020

Eglinton Crosstown West Extension Tunnel

\$729 million; 4 year project started 2021

Winnipeg North End Sewage Plant

\$272 million; 4 year project started 2021

REM LRT Montreal

\$6.5 billion; 6 year project started 2018

Kicking Horse Canyon – Phase 4

\$441 million; 4 year project started 2020

Site C Generating Station & Spillways

\$1.6 billion; 5 year project started 2018

HWY 401 Expansion

\$640 million; 3 year project started 2019

Bruce Power Nuclear Refurbishment

\$475 million; 2 year project started 2020; the first of six units for fuel channel and feeder replacement (FCFR). Aecon consortium has a Preferred Supplier Agreement with Bruce Power for subsequent five units; 10–12 year total project duration; Aecon JV was also awarded first three of six steam generator unit replacements (SGR).

Dates above are general estimates of completion and may not reflect final completion date

* Values reflect total project size, not necessarily Aecon's share, as all projects listed are with partners except Bermuda Airport

Unparalleled Demand Aligned with Aecon's Strengths[^]

Federal Infrastructure Programs

\$180B | Invest in Canada Plan[#]

12-year Federal investment plan 2016 to 2028
 \$15B for public transit projects between 2021 and 2028 with \$6B available from 2021 and \$3B per year in 2026, 2027 and 2028
 \$2.75B investment in Universal Broadband Fund over six years
 \$2.2B one-time investment in roads, bridges, water and wastewater plants in municipalities and First Nations communities
 \$8B investment in the Net Zero Accelerator over seven years

\$15B | Invest in Climate Action^{*}

\$35B | Canada Infrastructure Bank

\$10B investments between 2020 and 2023 announced in October 2020 including i) \$1.5B for Zero Emission Buses ii) \$2.5B for Clean Power iii) \$2B for Broadband iv) \$1.5B for Agriculture infrastructure and v) \$500M for project acceleration to expedite due diligence and early works construction
 \$1.7B for Lake Erie Connector underwater transmission project between Ontario and Pennsylvania



\$7.6B | BC Budget
 Transportation investment over 3 years from 2021 and \$147M for broadband

\$6B | Alberta Budget
 Transportation and public transit investment over 3 years from 2020 plus investment in Edmonton and Calgary LRTs; \$1.3B accelerated capital maintenance and renewal budget for 2021; \$221M funding for municipalities for transportation and water

\$101B | Quebec Budget
 Investment in road and transit infrastructure over 10 years from 2021 including \$49B investment in road network

\$86B | Ontario Budget
 Transit and Transportation investment over 10 years from 2020, including \$21B in road and highways and \$62B in transit.
 \$2.8B additional investment for broadband infrastructure

\$0.5B | Manitoba Budget
 Transportation investment in 2021

\$0.6B | Saskatchewan Budget
 Transportation investment in 2021

[^] Source: Infrastructure Canada, Canada Infrastructure Bank Investing in New Infrastructure Growth Plan 2020, Ontario Budget 2021, BC Budget 2021, Alberta Budget 2021, Quebec Budget 2021, Manitoba Budget 2021, Saskatchewan Budget 2020
^{*} Source: <https://www.canada.ca/en/environment-climate-change/news/2020>
[#] Source: Federal Budget 2021

Strong Public and Private End Market Demand

Diversified series of pursuits by sector and geography | Opportunities strongly correlate with Aecon's experience, expertise and sustainability goals

\$40+ Billion*

IN MAJOR PROJECT PURSUITS

VIA Rail Maintenance Facilities Modernization (Montreal)		QC
REM Airport Station – Montreal Trudeau		QC
Metrolinx Regional Express Rail (RER) Program	P3	ON
Ontario Line Subway (Civil, Rolling Stock and O&M)	P3	ON
VIA Rail Maintenance Facilities Modernization (Toronto)		ON
Hydro One Power Downtown Toronto Tunnel		ON
Oneida Energy Storage Project		ON
Highway 3 Expansion Project		ON
Deerfoot Trail Improvements (Calgary)	P3	AB
Annacis Water Supply Tunnel		BC
I-90/SR 18 Interchange to Deep Creek		WA
I-10 Calcasieu River Bridge	P3	LA
Kingstown Port Modernization Project (St. Vincent)		SVG

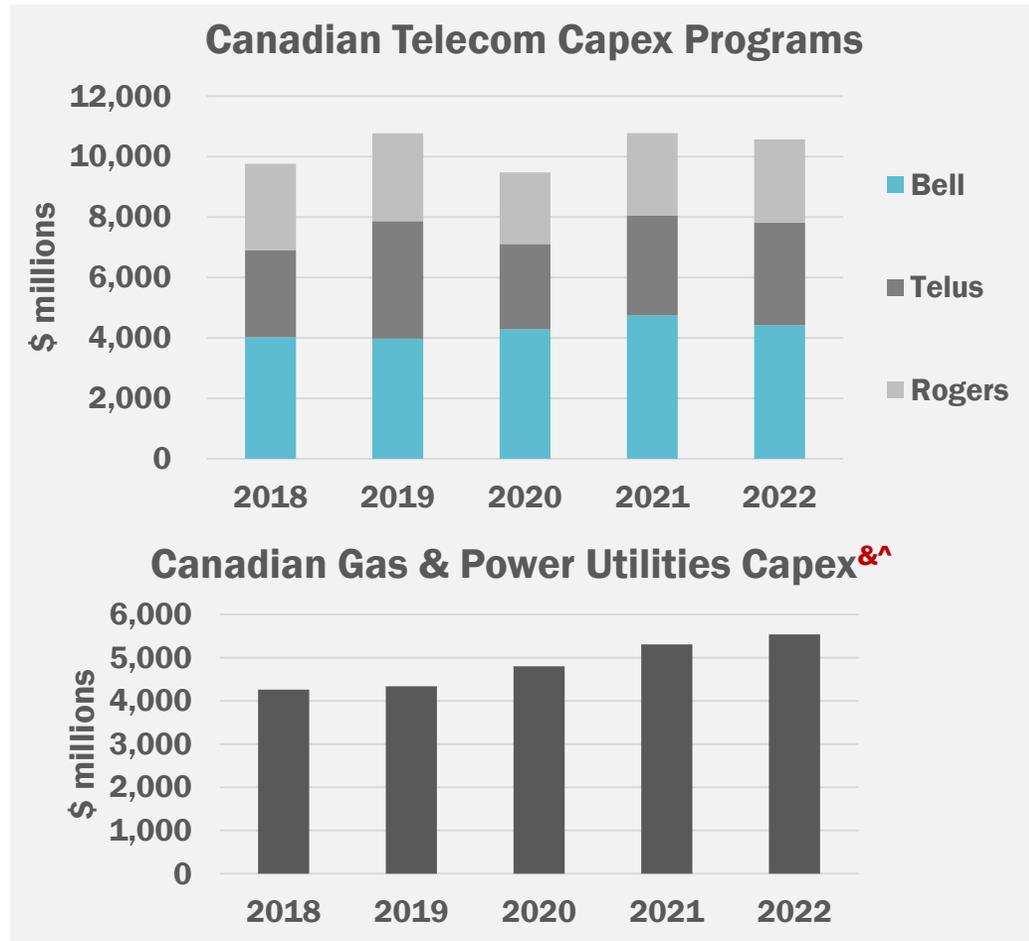
* Total project size, not necessarily Aecon's share, as most major projects bid with partners.

^ Source: Factset and Company reports

& Companies include: Fortis Inc., Emera Inc., Hydro One Ltd., Canadian Utilities Ltd., Enbridge Gas. Excludes nuclear power.

Strong Multi-Year Capital Programs[^]

PRIVATE SECTOR DEMAND



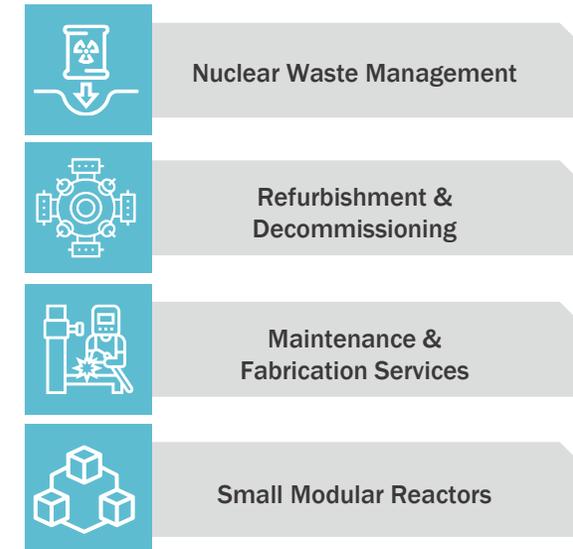
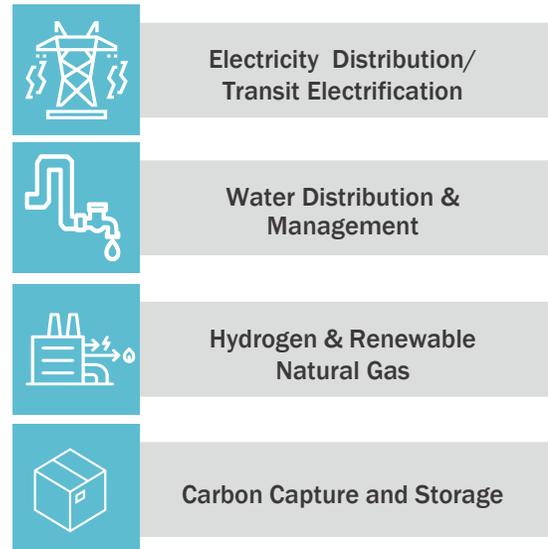
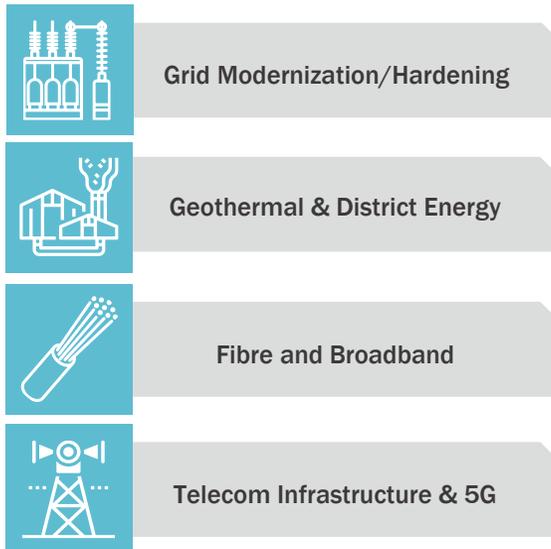
Well Positioned to Capture Emerging Growth in Key Sectors

Utilities and Industrial

- Extensive capabilities in various stages of the value chain levered towards building the resilient, low carbon and connected infrastructure of tomorrow
- Nationwide presence and long-term relationships with key clients in areas of telecommunications, gas and electric utilities, alternative energy and industrials
- Opportunity to lead in sustainability and technological advancements

Nuclear

- Current multi-year programs with OPG and Bruce Power
- Future opportunities in small modular reactors and waste management
- US growth from current niche platform



Valuable Concessions Portfolio



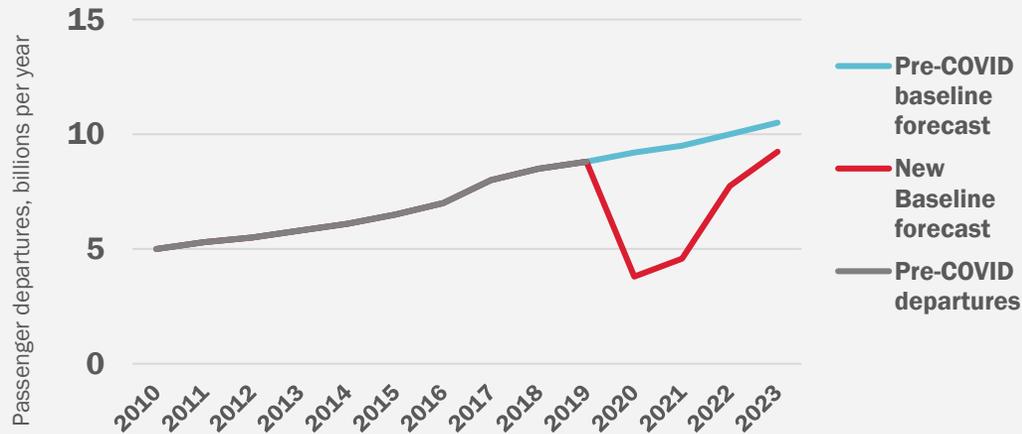
Bermuda L.F. Wade International Airport

100% equity ownership and concession

New terminal opened on December 9, 2020

30 year operations and maintenance concession to 2047

Global Air Passenger Departure Forecast[^]



2021 DFNI Americas Award for the Most Supportive Approach to Retail for Skyport*



Bermuda and key US and UK source markets' vaccination timelines are ahead of the global average



State-of-the-art airport allows for best-in-class health protocols and US pre-clearance for safe and predictable travel experience



More stable domestic and corporate travel base with less than 50% of traffic linked to tourism specifically



Canadian LRTs

- 30 year maintenance concessions on Eglinton, Finch and Waterloo LRTs
- Availability-based payments with no revenue risk from provincial transit counterparties
- Proven team currently bidding on Canadian transit projects in procurement



Gordie Howe International Bridge

- 30 year operations and maintenance concession
- Availability-based payments with no revenue risk from Canadian Federal Government
- **P3 Bulletin GOLD award** for 2020 ESG Performance of the Year

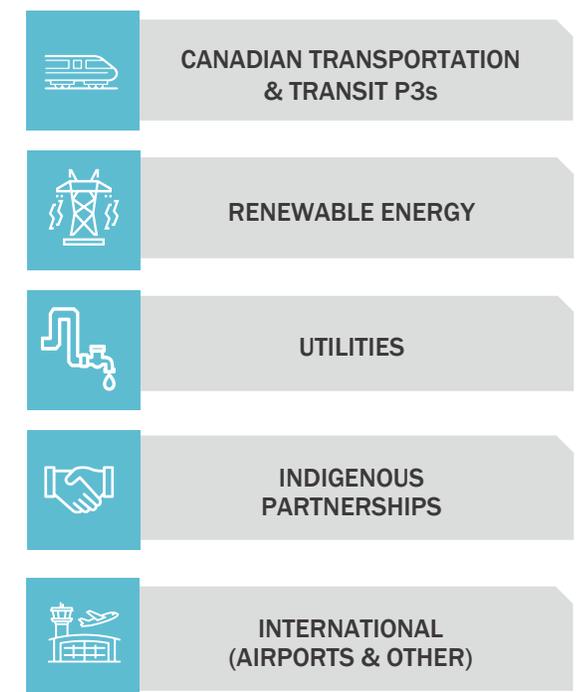
Concessions Leadership in Infrastructure Development

- ✓ Proven capability to develop, construct, finance and operate diverse infrastructure concessions in Canada and internationally
- ✓ Solutions-based, partner of choice to international construction firms, governments and financial institutions
- ✓ Leader in technology and systems integration in transit, tolling, airport infrastructure and innovative financing models
- ✓ Provides for stable, long-term cash flow opportunity with flexibility to monetize interests for future development projects
- ✓ Opportunity to build on expertise to target innovative development and concession opportunities in industrial, power, cleantech, and other related markets

CAPABILITIES



GROWTH OPPORTUNITIES



Q3 2021 Financial Results

Results in Q3 2020 included net benefit from the Canada Emergency Wage Subsidy (“CEWS”) program of \$69 million

\$ Millions
(except per share amounts)

	Three Months Ended September 30			Trailing Twelve Months Ended September 30		
	2021	2020	Change ⁺	2021	2020	Change ⁺
Revenue	1,163	1,040	▲ 12%	3,966	3,484	▲ 14%
Gross Profit	123.3	162.2	▼ 24%	396.5	381.1	▲ 4%
Gross Margin % ^{&}	10.6%	15.6%	▼ 500 bps	10.0%	10.9%	▼ 90 bps
Adjusted EBITDA [@]	95.5	137.2	▼ 30%	261.3	242.4	▲ 8%
Adjusted EBITDA Margin % [*]	8.2%	13.2%	▼ 500 bps	6.6%	7.0%	▼ 40 bps
Operating Profit	63.7	106.8	▼ 40%	141.7	127.5	▲ 11%
Profit	38.4	73.6	▼ 48%	69.6	76.2	▼ 9%
Earnings per share – diluted	0.56	0.99	▼ 43%	1.07	1.14	▼ 6%
New Awards	682	448	▲ 52%	3,345	3,591	▼ 7%
Backlog [@]	6,043	6,664	▼ 9%	6,043	6,664	▼ 9%

⁺ bps = basis point

[@] This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2021 MD&A.

^{*} This is a non-GAAP financial ratio. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2021 MD&A.

[&] This is a supplementary financial measure. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2021 MD&A.

Financial Position, Liquidity and Capital Resources

Balance Sheet (\$M)	
September 30, 2021	
Core Cash	7.4
Bank Indebtedness	(50.0)
Cash in Joint Operations	544.4
Total Cash[^]	501.8
Net Working Capital [^]	166.4
Long-Term Debt [∞]	
- Finance Leases	170.1
- Equipment & Other Asset Loans	55.3
LT Debt excluding Convertible Debentures [∞]	225.4
Convertible Debentures (Face Value) due Dec. 2023 (5.0%)	184.0
Total LT Debt plus Convertible Debentures[∞]	409.4
LT Debt to Q3 2021 TTM Adjusted EBITDA ^{&∞@}	
- Excluding Convertible Debentures	0.9 x
- Including Convertible Debentures	1.6 x
Net Debt to Q3 2021 TTM Adjusted EBITDA ⁺	1.7 x

Free Cash Flow (\$M)		
	Q3 2021 TTM	2020 Y/E
Adjusted EBITDA[@]	261.1	264.5
Cash Interest Expense (net)	(40.2)	(41.9)
Capital Expenditures (net)	(22.7)	(34.6)
Income Taxes Paid	(67.8)	(20.4)
Free Cash Flow Before W/C and net JV Impact	130.4	167.6
Change in Working Capital	(22.6)	80.5
Net JV Impact [*]	(49.3)	(43.9)
FREE CASH FLOW^{~#}	58.5	204.2

- \$1.5 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
- During 2021, Aecon completed a two-year extension of its revolving credit facility (to June 30, 2025) and incorporated a sustainability-linked facility which is tied to the Company's ESG objectives
- Refer to "Section 10.2 Contingencies" of Aecon's Q3 2021 MD&A for details of risks and uncertainties with respect to Aecon's financial position, liquidity, and capital resources

[^] Excludes restricted cash associated with Bermuda Airport Project

[∞] Excludes non-recourse project debt associated with Bermuda Airport Project

⁺ Net debt calculated as long-term debt (including convertible debentures) plus bank indebtedness less core cash

[&] Calculations based on face value of convertible debentures

[^] Net Working Capital is a Capital Management measure that management uses to analyze and evaluate Aecon's liquidity and its ability to generate cash to meet its short-term financial obligations. Management also believes this measure is commonly used by the investment community for valuation purposes. Refer to page 22 in this presentation for the composition of Net Working Capital and a quantitative reconciliation to the most comparable financial measure.

^{*} Net JV Impact represents the difference between Equity Project EBITDA included in Adjusted EBITDA (Equity Project EBITDA as defined in Aecon's Q3 2021 MD&A) and distributions from projects accounted for using the equity method.

[~] Excludes \$30 million purchase of Voltage Power in February 2020 and final \$12 million proceeds from sale of Contract Mining business in May 2020

[#] Free Cash Flow is a Capital Management measure that management uses to analyze and evaluate the cash generated after taking into consideration cash outflows that support its operations and maintain its capital assets. Management also believes this measure is commonly used by the investment community for valuation purposes. Refer to page 22 in this presentation for a quantitative reconciliation to the most comparable financial measure.

[@] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

Diverse Capital Allocation Program

Focus on **Profitable Growth** and **Risk Management** to drive **Shareholder Returns**



Profitable Growth

- Support capital expenditures and investments in new projects, technology and equipment
- Investment in value creating Concessions portfolio
- Tuck-in acquisitions to expand capabilities and geographic end markets



Preserve Financial Strength

- Strong and liquid balance sheet to support pursuit and execution of major projects and concessions
- Lead joint ventures, attract the right partners and achieve desired project credit ratings
- Demonstrate resiliency and capacity to absorb working capital and risk management requirements



Enhance Shareholder Returns

- Dividends have increased 9 of the last 10 years with 13% CAGR*
- Diluted Earnings per Share has grown at 23% CAGR over the last 5 years[#]
- 5 year Total Shareholder Return of 25%[Ⓞ]

Balanced and Diversified Capital Allocation



Capital Expenditures & Investments[&]

\$525 million over the last 5 years⁺



Dividends

\$167 million over the last 5 years⁺



M&A >\$35 million over the last three years for five strategic, tuck-in acquisitions



NCIB

>\$23 million between November 2019 and March 2020

* 2011 to 2021 annual dividend

[#] CAGR of full year Diluted EPS from 2015 to 2020; excludes one-time gain on sales of Quito International Airport & IST in 2015

[&] Includes investments in plant property and equipment, technology and equity investments in concessions projects

[Ⓞ] December 31, 2015 to December 31, 2020

⁺ Q4 2016 to Q3 2021

Outlook

- Through the first nine months of 2021, new awards of \$2.4 billion were similar to the same period last year and resulted from steady demand for Aecon's services across Canada in smaller and medium sized projects, and also incorporated a number of multi-year projects in the nuclear, civil, urban transportation, and industrial sectors.
- Aecon is also pre-qualified on a number of large project bids due to be awarded over the next two years.
- Recurring revenue is expected to continue to grow in both the utilities sector, based on the capital investment plans of a number of key clients, particularly in telecommunications and power-related work, and the Concessions segment as airport traffic in Bermuda continues its recovery from the impact of the COVID-19 pandemic.
- Aecon expects that demand for its services will remain healthy for the foreseeable future as the federal government and provincial governments across Canada have identified investment in infrastructure as a key source of stimulus as part of economic recovery plans.
- While the COVID-19 pandemic is expected to continue to have some impact in moderating overall revenue and profitability growth expectations, Aecon is encouraged by the generally positive trend in the lifting of social and economic restrictions in recent months in Canada.
- Although the operating environment continues to be impacted by the requirement to follow client decisions related to schedules or operating policies or due to broader government directives to modify work practices to meet relevant health and safety standards, the impact on revenue is expected to continue to lessen going forward if the current trend continues.
- In the Concessions segment, commercial operations at the Bermuda International Airport continue to be challenged by COVID-19 related travel restrictions, which have significantly impacted the aviation industry. An increase in vaccination rates and the easing of travel restrictions during the year have provided signs of a rebound, from very low levels, in passenger traffic for the aviation industry. An ongoing increase in vaccination rates and further easing of travel restrictions are expected to lead to a corresponding gradual improvement in travel through the Bermuda airport during the remainder of the year and into 2022.

Building Better Together

We actively manage and improve our own environmental, social and governance performance & identify opportunities in sustainability that drive growth for the business

	Environmental Leadership	Social Contribution	Responsible Governance
Principles	We are a catalyst to achieving the sustainability goals of our clients and minimizing our own environmental impact	We are proud of our dynamic, diverse & inclusive workforce and our contributions to, and partnerships with, the communities in which we live and work	A strong governance structure ensures transparency, stewardship and accountability at Aecon
Key Focus Areas	<p>Track and disclose our carbon footprint to measure progress against our targets</p> <p>Develop Innovations to help our clients build resilient infrastructure in more sustainable and cost-effective ways</p>	<p>Safety First Culture is our #1 core value</p> <p>Commitment to diversity, inclusion and protection of human rights</p> <p>Support for our people and our communities navigating through the challenges of the global COVID-19 pandemic</p>	<p>Code of Ethics and Business Conduct & Anti-Corruption Policies and Protocols in place</p> <p>Reporting Standards and Guidance</p> <div style="display: flex; justify-content: space-around; align-items: center;">   <div style="font-size: 8px;"> TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES </div>  </div>

Sustainability Achievements & Focus Areas

Environmental Leadership	Social Contribution	Responsible Governance
<p>First construction company in Canada to set a GHG target</p> <p>2030 30% reduction in Direct CO₂ Emissions</p> <p>2050 Net-Zero for Direct and Indirect CO₂ Emissions</p> <p>Exploring low carbon options for vehicles and construction equipment</p> <p>Greening our Supply Chain</p>	<p>200 Best Employers in Canada Kincentric 2020</p> <p>Canada's Best Places to Work Glass Door 2020</p> <p>Partnerships to achieve goals</p> <ul style="list-style-type: none"> • Aecon Women In Trades (AWIT) • JV's with 2 First Nations in Alberta & 1 in Ontario 	<p>2020 Sustainability Report aecon.com/our-company/sustainability</p> <p>Commitment to UN Sustainable Development Goals</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>7 AFFORDABLE AND CLEAN ENERGY</p> </div> <div style="text-align: center;">  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div> <div style="text-align: center;">  <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> </div> <div style="text-align: center;">  <p>17 PARTNERSHIPS FOR THE GOALS</p> </div> </div> <p>First Canadian construction company to incorporate a sustainability-linked credit facility tied to ESG objectives</p>



APPENDIX

Adjusted EBITDA Contribution by Segment

Adjusted EBITDA (\$ Millions)^{@ +}

	Q3 2021	Q3 2020	% CHANGE
Construction	82.1	131.3	▼ 37%
Concessions	21.8	8.0	▲ 173%
TOTAL[^]	95.5	137.2	▼ 30%

	Q3 2021 TTM	Q3 2020 TTM	% CHANGE
Construction	241.3	236.1	▲ 2%
Concessions	62.5	46.9	▲ 33%
TOTAL[^]	261.3	242.4	▲ 8%

Adjusted EBITDA Margin %^{* +}

	Q3 2021	Q3 2020	BPS CHANGE
Construction	7.2%	12.7%	▼ 550
Concessions	100.5%	88.9%	nmf [#]
TOTAL[^]	8.2%	13.2%	▼ 500

	Q3 2021 TTM	Q3 2020 TTM	BPS CHANGE
Construction	6.2%	6.8%	▼ 60
Concessions	60.4%	56.4%	▲ 400
TOTAL[^]	6.6%	7.0%	▼ 40

[^] After corporate costs and eliminations

[#] Not Meaningful

⁺ Results in Q3 2020 included net benefit from the Canada Emergency Wage Subsidy ("CEWS") program of \$69 million

[@] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

^{*} This is a non-GAAP financial ratio. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

Construction Q3 2021 Results

Revenue up by \$108M, or 10%, quarter-over-quarter

- ▲ \$81M in Nuclear operations driven by higher volume of refurbishment work at the Darlington and Kincardine nuclear generating stations, both located in Ontario
- ▲ \$49M in Utilities operations primarily due to increased volume of oil and gas distribution and telecommunications work, partially offset by lower high-voltage electrical transmission work
- ▲ \$26M in Industrial operations driven by a higher volume of field construction work at gas and chemical facilities partially offset by decreased activity on mainline pipeline work in western Canada.
- ▼ \$48M in Civil operations and Urban Transportation Systems driven by lower roadbuilding construction work

Adjusted EBITDA[®] down by \$49M, or 37%, quarter-over-quarter

- ▲ Higher volume and gross profit margin in Nuclear and Utilities operations
- ▼ Lower volume from civil operations and urban transportation systems
- ▼ Impact of CEWS program in 2020 totaling \$69M

New awards higher by \$218M, or 50%, quarter-over-quarter

- ▲ Driven by strong demand across Canada in smaller and medium sized projects. During the first nine months of 2021, Aecon was awarded a number of multi-year projects including the replacement of steam generators at Units 3 and 4 of the nuclear generating station in Kincardine, Ontario, construction of the Eglinton Crosstown West Extension Advance Tunnel project in Toronto, Ontario, and the North End Sewage Treatment Plant Upgrade: Headworks Facilities Project in Winnipeg, Manitoba

Q3 2021*

Revenue (\$M)



Q3 2021 TTM*

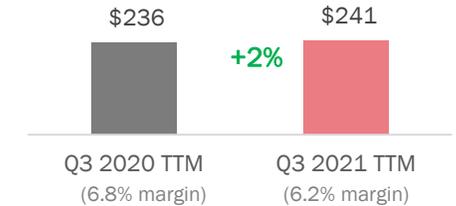
Revenue (\$M)



Adj. EBITDA (\$M)



Adj. EBITDA (\$M)



New Awards (\$M)



New Awards (\$M)



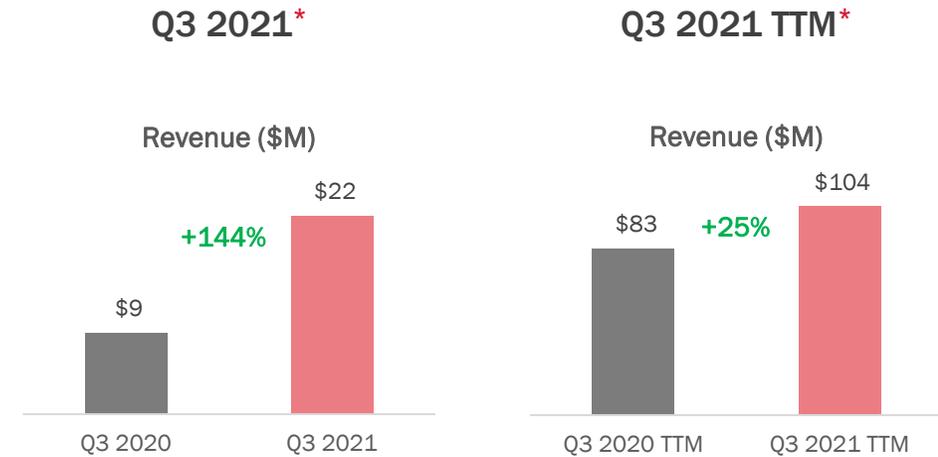
* Totals and variances may not add due to rounding and eliminations

® This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

Concessions Q3 2021 Results

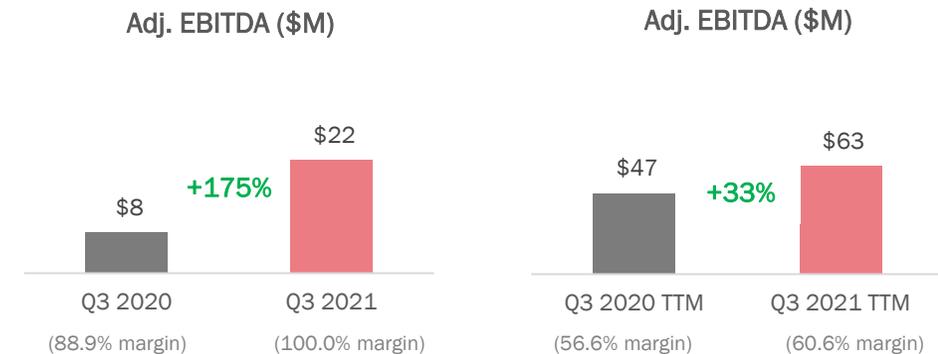
Revenue higher by \$13M, or 144%, quarter-over-quarter

Primarily due to an increase in airport operations at the Bermuda International Airport Redevelopment Project compared to the third quarter of 2020, partially offset by lower construction revenue related to this project which was substantially completed in the fourth quarter of 2020.



Adjusted EBITDA[®] higher by \$14M, or 175%, quarter-over-quarter

Primarily related to the Bermuda International Airport Redevelopment Project and resulted from the above noted changes in airport operations



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

® This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A.

Non-GAAP Measures Quantitative Reconciliation

Net Working Capital Reconciliation (\$M)	
September 30, 2021	
Trade and Other Receivables	870.4
Unbilled Revenue	674.7
Inventories	26.4
Prepaid Expenses	69.8
Less	
Trade and Other Payables	995.1
Provisions	23.4
Deferred Revenue	456.4
Net Working Capital	166.4

Equity Project EBITDA Reconciliation (\$M)		
	Q3 2021	2020
	TTM	Y/E
Operating profit of projects accounted for using the equity method	52.3	45.2
Depreciation and amortization of projects accounted for using the equity method	0.8	0.8
Equity Project EBITDA	53.1	46.0

Free Cash Flow Reconciliation (\$M) [*]		
	Q3 2021	2020
	TTM	Y/E
Profit Before Income Taxes	101.1	124.0
Finance cost	41.1	26.9
Finance income	(0.6)	(1.1)
Operating Profit	141.6	149.9
Depreciation and amortization	93.5	91.7
(Gain) Loss on sale of assets	(12.5)	(8.8)
Income from projects accounted for using the equity method	(14.6)	(14.2)
Equity Project EBITDA [®]	53.1	46.0
Adjusted EBITDA[®]	261.1	264.5
Cash interest paid	(40.9)	(43.6)
Cash interest received	0.6	1.6
Purchase of property, plant and equipment	(28.1)	(37.7)
Proceeds on sale of property, plant and equipment	8.1	6.3
Increase in intangible assets	(2.7)	(3.2)
Income taxes paid	(67.8)	(20.4)
Free Cash Flow before Working Capital and net JV Impact	130.4	167.6
Change in other balances related to operations	(22.6)	80.5
Equity Project EBITDA [®]	(53.1)	(46.0)
Distributions from projects accounted for using the equity method	3.8	2.0
FREE CASH FLOW	58.5	204.2

[®] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2021 MD&A

^{*} Totals may not add due to rounding

Capital Markets Overview

ARE.TSX Statistics

\$20.40

Price as of October 28, 2021

60.3 Million

Shares Outstanding

0.4 Million (\$4.9 Million)

Avg. Daily Share Volume
(3 months – TSX & ATS)

3.4%

Dividend Yield

~\$1.2 Billion

Market Capitalization

\$13.49 / \$22.28

52 Week Low / High



Annual Dividend History



Analyst Coverage

Firm	Analyst	Telephone
ATB Capital	Chris Murray	(647) 776-8246
BMO Capital Markets	Devin Dodge	(416) 359-6774
Canaccord Genuity	Yuri Lynk	(514) 844-3708
CIBC Capital Markets	Jacob Bout	(416) 956-6766
Desjardins Securities	Benoit Poirier	(514) 281-8653
Industrial Alliance Securities	Naji Baydoun	(514) 375-2904
Laurentian Bank Securities	Troy Sun	(416) 399-7635
National Bank Financial	Maxim Sytchev	(416) 869-6517
Paradigm Capital	Corey Hammill	(416) 361-0754
Raymond James	Frederic Bastien	(604) 659-8232
RBC Dominion Securities	Sabahat Khan	(416) 842-7880
Stifel GMP	Ian Gillies	(416) 943-6108
TD Securities	Michael Tupholme	(416) 307-9389

11 Buy / Outperform Recommendations

2 Hold / Sector Perform Recommendation

\$23.81 Average Target Price



ADAM BORGATTI

Senior Vice President

Corporate Development & Investor Relations

416.297.2610 | aborgatti@aecon.com

–

STEVEN HONG

Director

Corporate Development & Investor Relations

437.317.6789 | shong@aecon.com



VANCOUVER

1055 Dunsmuir Street, Suite 2124

Vancouver, BC V7X 1G4

–

CALGARY

110-9th Avenue SW, Suite 300

Calgary, AB T2P 0T1

–

TORONTO

20 Carlson Court, Suite 105

Toronto, ON M9W 7K6

–

MONTREAL

2015 Peel Street, Suite 600

Montreal, QC H3A 1T8