



AECON

Investor Presentation

THIRD QUARTER 2022
AECON GROUP INC. (TSX: ARE)

Forward-Looking Information

The information in this presentation includes certain forward-looking statements. These forward-looking statements are based on currently available competitive, financial and economic data and operating plans but are subject to risks and uncertainties. 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, including statements regarding the sufficiency of Aecon's liquidity and working capital requirements for the foreseeable future. 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. 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, 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 relating to the COVID-19 pandemic.

Risk factors are discussed in greater detail in Section 13 – “Risk Factors” of the 2022 Q3 MD&A and in the 2021 Annual MD&A dated March 1, 2022 and available through SEDAR at www.sedar.com. 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 statement, whether as a result of new information, future events or otherwise.

Non-GAAP and Supplementary Financial Measures

The presentation presents 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. The most directly comparable measures calculated in accordance with GAAP are profit (loss) attributable to shareholders or earnings (loss) per share.

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” is a supplementary financial measure.

Refer to Section 4 “Non-GAAP and Supplementary Financial Measures” in the Company's Q3 2022 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 2022 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

\$6.3B
BACKLOG[@]

\$50B+
ACTIVE BID
PIPELINE

- Record level of infrastructure investment underway across Aecon's focus areas
- Government investment in infrastructure continues to be a priority across the country
- 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



Diversified & Resilient Business Model

\$4.5B
TOTAL
REVENUE^{*}

\$192M
CONSTRUCTION
EBITDA^{*,+,@}

\$68M
CONCESSIONS
EBITDA^{*,+,@}

- Diversified by geography, sector, contract size and type in Construction segment
- ~900 discrete projects underway with average project size <\$30 million
- Valuable and growing Concessions portfolio
- Strong recurring revenue base adds further stability and growth opportunity to business mix
- ~49% of Q3 2022 TTM revenue from non-fixed price contracts; target to increase this to at least 50% and beyond over the next 12 – 24 months
- Well positioned in growth markets linked to sustainability



Sustainable Shareholder Value Creation

10%
10 YEAR
DIVIDEND
CAGR[^]

29%
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 60% of 2021 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
- Recognized as one of Canada's Best 50 Corporate Citizens (Corporate Knights 2022)

^{*} Q3 2022 Trailing Twelve Months ("TTM")

⁺ Before corporate costs and eliminations

[^] Compound Annual Growth Rate ("CAGR") of annual dividend from 2013 to 2022

[&] December 31, 2016 to December 31, 2021

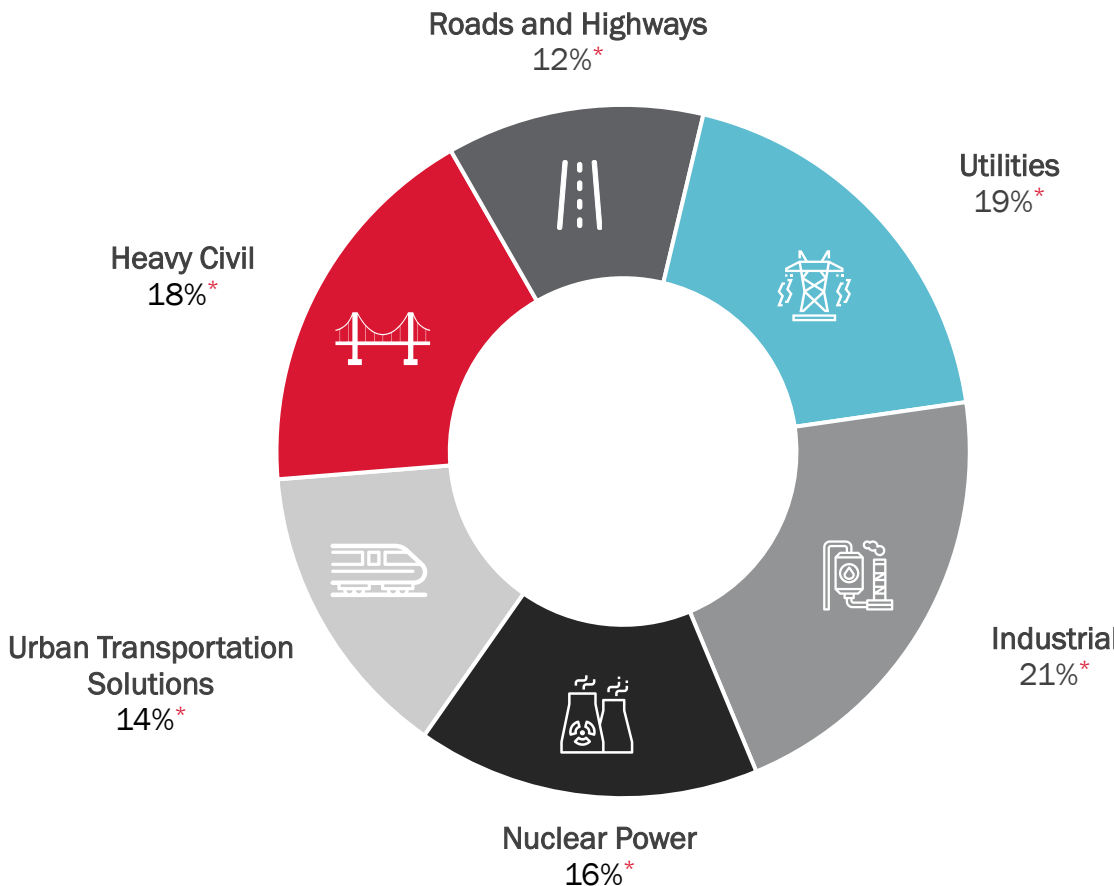
[@] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2022 MD&A.

[#] 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 2022 TTM Revenue. \$4,448 M ⁺
Q3 2022 TTM EBITDA \$192 M ^{+@}



Concessions

Q3 2022 TTM Revenue \$74 M ⁺
Q3 2022 TTM EBITDA \$68 M ^{+@}

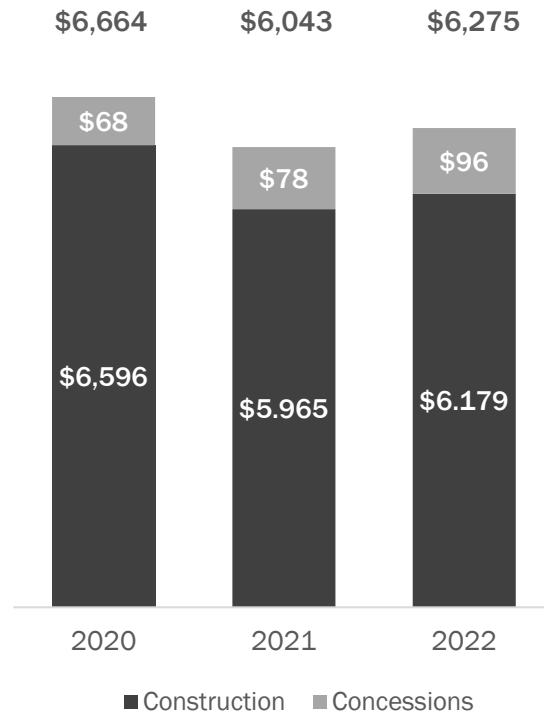
| | | |
|---|----------------------------------|-------|
|  | BERMUDA INTERNATIONAL AIRPORT | 100%^ |
|  | FINCH WEST LRT | 33%^ |
|  | GO RAIL NETWORK ON-CORRIDOR | 28%^ |
|  | EGLINTON LRT | 25%^ |
|  | GORDIE HOWE INTERNATIONAL BRIDGE | 20%^ |
|  | WATERLOO LRT | 10%^ |

⁺ Before corporate costs and eliminations
^{*} % of Q3 2022 TTM Revenue
[^] % of Aecon equity ownership in the concessionaire, or in the case of the GO Rail On-Corridor project, the O&M partnership
[@] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2022 MD&A.

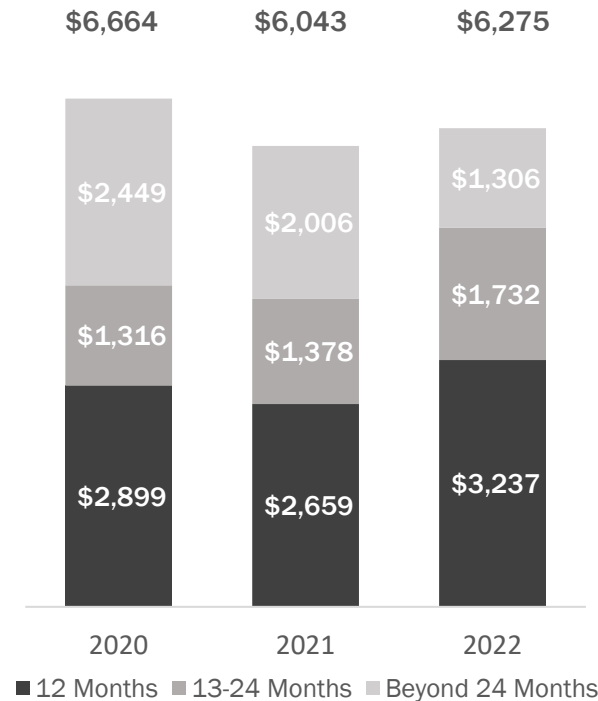
Strong Backlog & Recurring Revenue Profile

Current backlog excludes Aecon's share of the transformative, multi-billion-dollar long-term GO Rail Expansion On-Corridor Works project in Ontario

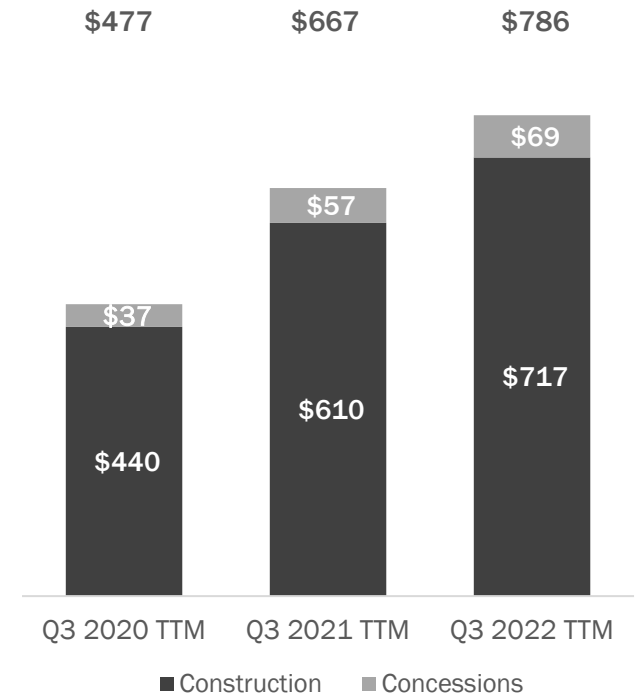
Total Backlog*[®] (\$M) As at September 30



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



Recurring Revenue* (\$M)



58% Fixed Price

42% Cost Plus/ Unit Price

Backlog Contract Type As at September 30, 2022

51% Fixed Price

49% Cost Plus/Unit Price

2022 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 2022 MD&A.

GO Rail Expansion – On-Corridor Works Project

LARGEST TRANSIT PROJECT IN ONTARIO'S HISTORY

- ✔ Potential to be the largest construction project in Aecon's history
- ✔ ONxpress Transportation Partners selected by Infrastructure Ontario and Metrolinx to design, build, operate and maintain the GO Rail Expansion – On-Corridor Works project in the Greater Golden Horseshoe area
- ✔ Progressive and collaborative design, build, operate and maintain model is an evolution from traditional fixed price, lump sum procurement model designed to benefit all stakeholders
- ✔ ONxpress Transportation Partners is a consortium comprised of Aecon, FCC Construcción S.A. (FCC), Deutsche Bahn International Operations GmbH and Alstom
- ✔ Aecon holds a 50% interest in a civil joint venture with FCC, which is undertaking the construction, and a 28% interest in a 25-year O&M partnership with Deutsche Bahn International Operations
- ✔ Early works and a two-year collaborative development phase commenced in Q3 2022, with O&M anticipated to commence in Q2 2024



CONSTRUCTION

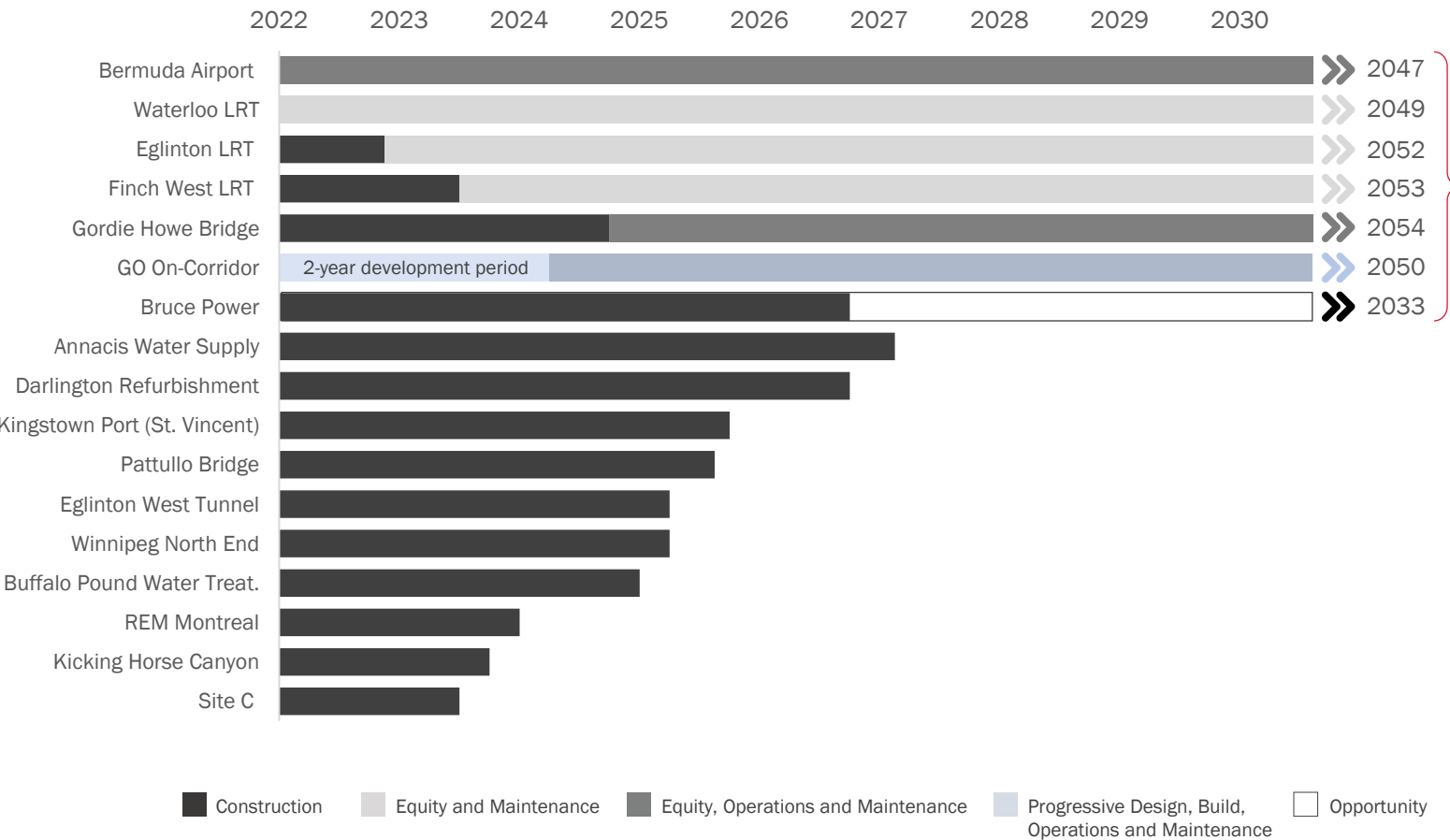


O&M (25-YEAR CONTRACT)



Major Projects & Concessions Provide Stability

Project Timeline (Starting from 2022)



P3 Concessions / DBOM*

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 2022; 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

GO Rail Expansion – On-Corridor

Aecon holds a 50% interest in a civil JV, which is undertaking the construction, and a 28% interest in a 25-year O&M partnership

Other Major Projects*

Bruce Power Nuclear Refurbishment

~\$900 million for the first two of six total units for fuel channel and feeder replacement (FCFR). Aecon consortium has a Preferred Supplier Agreement with Bruce Power for subsequent four units; total potential project duration to ~2033.

Annacis Water Supply Tunnel Project

\$115 million; 5 year project started 2022

Darlington Nuclear Refurbishment

\$2.75 billion; 10 year project started 2016

Kingstown Port Modernization Project (SVG)

US\$170 million; 3 year project started 2022

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

Buffalo Pound Water Treatment Plant

\$273 million; 3 year project started 2022

REM LRT Montreal / Airport Station

\$6.9 billion; 6 year project started 2018; Aecon JV also selected as the preferred proponent for the Montreal-Trudeau International Airport REM Station project

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

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

To date, more than \$20B approved for over 4,500 projects including the Montreal Blue Line, Calgary Green Line, and Vancouver Millennium extensions

\$2.7B 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

\$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

Budget 2022 included a broadened role for CIB to invest in private sector-led infrastructure projects that will accelerate Canada's transition to a low-carbon economy such as small modular reactors (SMR), clean fuel production, transportation and distribution, and carbon capture, utilization and storage

\$15B | Canada Growth Fund[#]

To help build a net-zero economy by 2050 by accelerating the investment of private capital into decarbonization and clean technology projects



Provincial Budgets

\$8B | BC Budget

Transportation investment over 3 years from 2022

\$7.3B | Alberta Budget

Transportation and public transit investment over 3 years from 2022

\$0.5B | Saskatchewan Budget

Transportation investment in 2022

\$0.5B | Manitoba Budget

Transportation investment in 2022

\$91B | Ontario Budget

\$87B in Transit and Transportation investment over 10 years from 2022, including \$25B in road and highways and \$62B in transit.

\$4B beginning in 2019 to provide high speed internet access to every community in Ontario by the end of 2025

\$44B | Quebec Budget

Investment in road and transit infrastructure over 10 years from 2022 including \$31B investment in roads

[^] Source: Infrastructure Canada, Canada Infrastructure Bank Investing in New Infrastructure Growth Plan 2020, Ontario Budget 2022, BC Budget 2022, Alberta Budget 2022, Quebec Budget 2022, Manitoba Budget 2022, Saskatchewan Budget 2022
[#] Source: Federal Budget 2022

Strong Public and Private End Market Demand

\$50+ Billion*

IN MAJOR PROJECT PURSUITS

| | | |
|---|-----|----|
| Pont de l'Île-aux-Tourtes | DBF | QC |
| Contrecoeur Terminal | P3 | QC |
| Bowmanville GO Transit Expansion | | ON |
| Highway 3 Expansion Project | | ON |
| Oneida Energy Storage Project | | ON |
| Scarborough Subway Extension (Stations, Rail and Systems) | | ON |
| Gardiner Express Rehabilitation (Section 2) | | ON |
| BHP Jansen Potash Mine | | SK |
| Green Line LRT (Phase 1) | DBF | AB |
| Capital Line South Extension (Phase 1) | | AB |
| I-405/NE 85 th Street Interchange & BRT Station (US) | | WA |

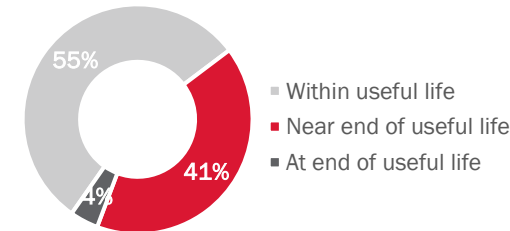
Diversified series of pursuits by sector and geography | Opportunities strongly correlate with Aecon's experience, expertise and sustainability goals

Strong Private Sector End Market Demand ^

SUPPORTED BY NORTH AMERICAN UTILITY INVESTMENTS

ELECTRIC UTILITY DISTRIBUTION

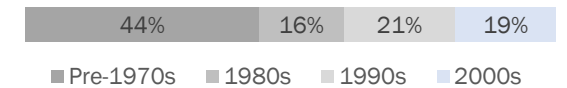
Aging Electric Infrastructure
Distribution infrastructure age relative to useful life



Annual capex related to electricity distribution to grow from ~US\$50B in 2021 to \$63B in 2025 in North America

GAS UTILITY DISTRIBUTION

Aging Gas Infrastructure
Gas Distribution Pipelines Constructed (By decade)

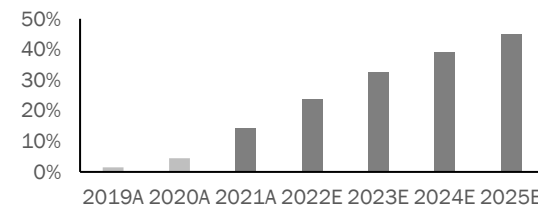


Nearly **45% of gas distribution infrastructure in North America** is near or at the end of its useful life of 40 years

Annual capex related to gas distribution to be in a range of ~US\$26B to \$28B from 2021 to 2025 in North America

TELECOMMUNICATIONS

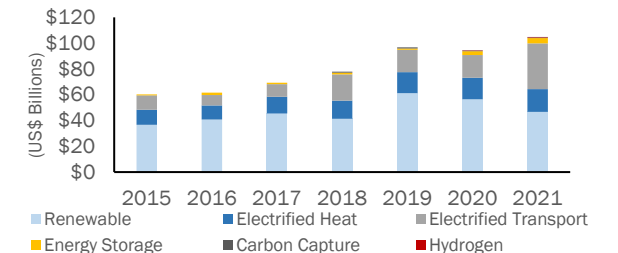
North American 5G Adoption Rate
Percentage of Wireless Connections on 5G



Supported by increasing fibre-to-the-home needs by all major North American carriers

ENERGY TRANSITION

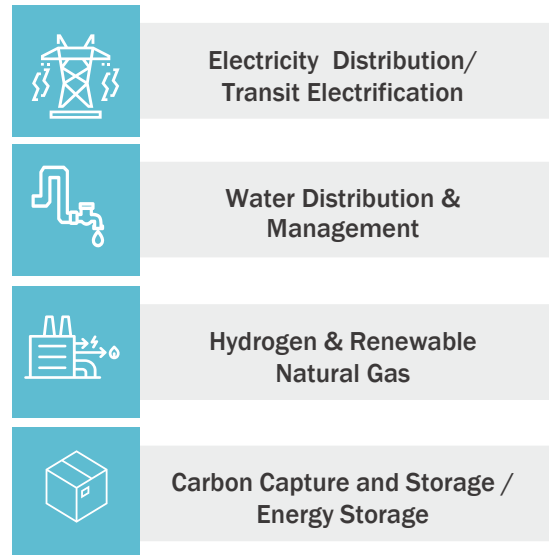
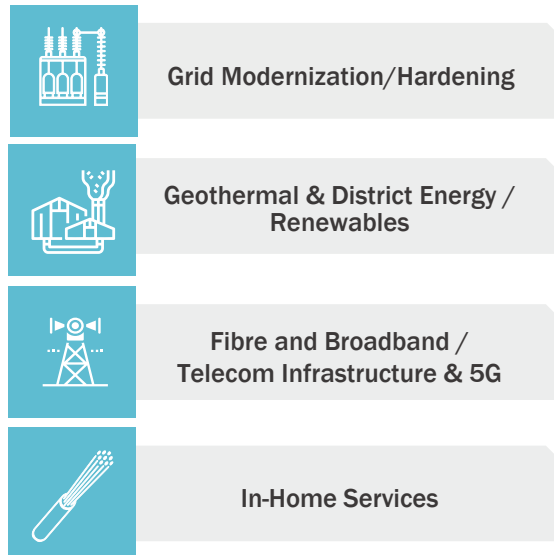
Energy Transition Investment, by sector
Investment up over 70% since 2015



Well Positioned to Capture Emerging Growth in Key Sectors

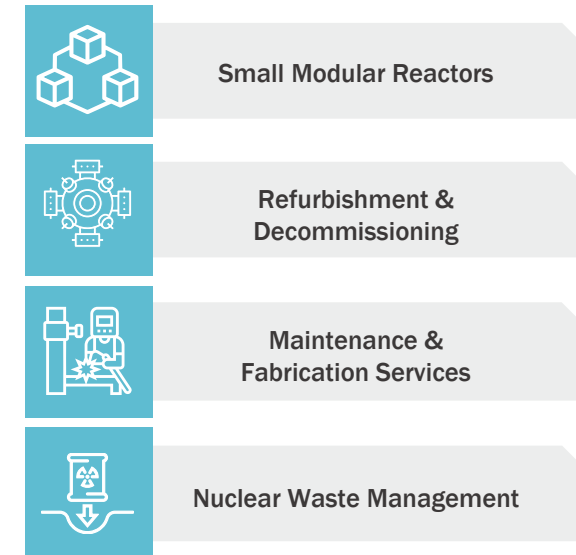
Utilities and Industrial

- 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
- In-home services such as hybrid heating, solar, battery storage and geoechange
- Opportunity to lead in sustainability and technological advancements



Nuclear

- Current multi-year programs with OPG and Bruce Power
- Potential refurbishment opportunities for OPG Pickering Generating Station
- Future opportunities in small modular reactors (SMR) and waste management
- US growth underway from current niche platform



Valuable Concessions and O&M Portfolio

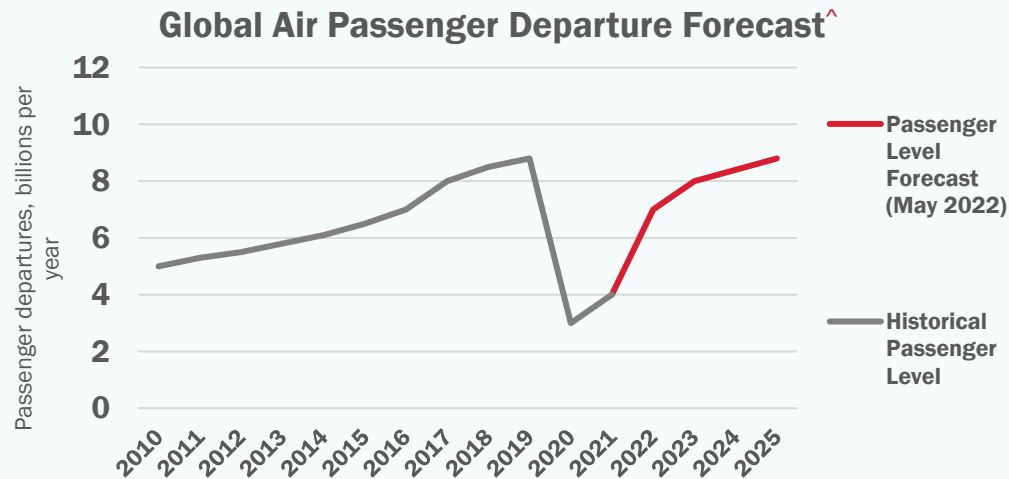


Bermuda L.F. Wade International Airport

100% equity ownership and concession

New terminal opened on December 9, 2020

30-year operations and maintenance concession to 2047



Bermuda travel protocols ensure strong levels of passenger safety



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



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



2021 CCPPP Award for Innovations and Excellence in P3s[&]



2021 Best Airport by Size and Region (under 2 million passengers per year in Latin America and Caribbean)[#]



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 other Canadian transit projects



GO On-Corridor Works

- 25 year operations & maintenance agreement in development for the GO Rail Expansion project in Ontario
- Transformative opportunity involving electrification of system, new vehicle fleet and enhanced service



Gordie Howe International Bridge

- 30 year operations and maintenance concession
- Availability-based payments with no revenue risk from Canadian Federal Government
- **Envision Platinum Award** for leader in sustainable development in 2021
- **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

| | |
|--|-----------------------------|
|  P3 | PUBLIC PRIVATE PARTNERSHIPS |
|  | STRATEGIC PARTNERING |
|  | PROJECT DEVELOPMENT |
|  | PROJECT FINANCING |
|  | OPERATIONS & MAINTENANCE |

GROWTH OPPORTUNITIES

| | |
|--|---------------------------------------|
|  | CANADIAN TRANSPORTATION & TRANSIT P3s |
|  | RENEWABLE ENERGY |
|  | UTILITIES |
|  | INDIGENOUS PARTNERSHIPS |
|  | INTERNATIONAL (AIRPORTS & OTHER) |

Q3 2022 Financial Results (excluding CEWS)^

Q3 2021, Q3 2021 TTM, and Q3 2022 TTM results exclude net benefit from the Canada Emergency Wage Subsidy (“CEWS”) program of \$7.3 million, \$38.5 million, and \$4.1 million, respectively

| \$ Millions (except per share amounts) | Three Months Ended September 30 | | | Twelve Months Ended September 30 | | |
|---|------------------------------------|-------|---------------------|-------------------------------------|-------|---------------------|
| | 2022 | 2021 | Change ⁺ | 2022 | 2021 | Change ⁺ |
| Revenue | 1,321 | 1,163 | ▲ 14% | 4,518 | 3,966 | ▲ 14% |
| Gross Profit | 118.6 | 113.6 | ▲ 4% | 343.6 | 346.7 | ▼ 1% |
| Gross Margin % ^{&} | 9.0% | 9.8% | ▼ 80 bps | 7.6% | 8.7% | ▼ 110 bps |
| Adjusted EBITDA [@] | 92.6 | 88.2 | ▲ 5% | 208.9 | 222.7 | ▼ 6% |
| Adjusted EBITDA Margin % [*] | 7.0% | 7.6% | ▼ 60 bps | 4.6% | 5.6% | ▼ 100 bps |
| Operating Profit | 61.0 | 56.4 | ▲ 8% | 83.1 | 103.1 | ▼ 19% |
| Profit | 34.5 | 33.0 | ▲ 5% | 19.8 | 41.2 | ▼ 52% |
| Earnings per share – diluted | 0.45 | 0.48 | ▼ 6% | 0.31 | 0.65 | ▼ 53% |
| New Awards | 991 | 682 | ▲ 45% | 4,751 | 3,345 | ▲ 42% |
| Backlog [@] | 6,275 | 6,043 | ▲ 4% | 6,275 | 6,043 | ▲ 4% |

[^] Refer to Appendix Page 20 for Reported Results

⁺ 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 2022 MD&A.

^{*} This is a non-GAAP financial ratio. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2022 MD&A.

[&] This is a supplementary financial measure. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2022 MD&A.

Financial Position, Liquidity and Capital Resources

| Balance Sheet (\$M) | |
|--|--------------------|
| | September 30, 2022 |
| Core Cash | 49.2 |
| Bank Indebtedness | (210.0) |
| Cash in Joint Operations | 438.6 |
| Total Cash[^] | 277.8 |
| Net Working Capital [†] | 346.0 |
| Long-Term Debt [∞] | |
| - Finance Leases | 176.8 |
| - Equipment & Other Asset Loans | 59.2 |
| LT Debt excluding Convertible Debentures [∞] | 236.0 |
| Convertible Debentures (Face Value) due Dec. 2023 (5.0%) | 184.0 |
| Total LT Debt plus Convertible Debentures[∞] | 420.0 |
| LT Debt to Q3 2022 TTM Adjusted EBITDA ^{&∞@} | |
| - Excluding Convertible Debentures | 1.1 x |
| - Including Convertible Debentures | 2.0 x |
| Net Debt to Q3 2022 TTM Adjusted EBITDA [†] | 2.7 x |

| Free Cash Flow (\$M) | | |
|---|----------------|----------------|
| | Q3 2022 TTM | Q3 2021 TTM |
| Adjusted EBITDA (excluding CEWS)[@] | 208.9 | 222.7 |
| Cash Interest Expense (net) | (45.4) | (40.2) |
| Capital Expenditures (net) | (25.2) | (22.7) |
| Income Taxes Paid (excl. tax on CEWS) | (31.6) | (57.8) |
| FCF Before W/C, net JV Impact and CEWS | 106.7 | 102.0 |
| CEWS (net of tax) | 3.0 | 28.4 |
| Change in Working Capital | (176.0) | (22.6) |
| Net JV Impact [*] | (54.3) | (49.3) |
| FREE CASH FLOW ~# | (120.6) | 58.5 |

- \$1.5 billion total committed credit facilities for working capital and letter of credit requirements
- No debt or working capital credit facility maturities until end 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

[^] 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 24 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 2022 MD&A) and distributions from projects accounted for using the equity method.

[~] Excludes \$27.5 million purchase amounts (net of cash acquired) related to strategic business acquisitions since Q3 2021.

[#] 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 24 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 2022 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 10% CAGR^{*}
- 5 year Total Shareholder Return of 29%[@]

Balanced and Diversified Capital Allocation



Capital Expenditures & Investments[&]
\$524 million over the last 5 years⁺



Dividends
\$171 million over the last 5 years⁺



M&A >\$60 million over the last three years for seven strategic, tuck-in acquisitions



NCIB
>\$23 million between November 2019 and March 2020

Outlook

- Demand for Aecon's services across Canada continues to be strong, particularly in smaller and medium sized projects, as evidenced by year-to-date revenue growth of 19% and higher new project awards of 42%.
- In addition, during 2022, an Aecon consortium was selected to deliver the transformative, multi-billion-dollar long-term GO Rail Expansion On-Corridor Works project in Ontario under a progressive design, build, operate and maintain contract model which begins with a two-year development phase leading into the main construction scope and a 25-year operations and maintenance component, none of which is yet reflected in backlog.
- Aecon is also pre-qualified on a number of project bids due to be awarded during the next twelve months and has a strong pipeline of opportunities to further add to backlog over time. With backlog of \$6.3 billion and recurring revenue programs continuing to see robust demand, driven by the utilities sector and ongoing recovery in airport traffic in Bermuda, Aecon is confident in strong revenue growth over the next few years.
- While volatile global and Canadian economic conditions are impacting inflation, interest rates, and overall supply chain efficiency, these factors have largely been and will continue to be reflected in the pricing and commercial terms of the Company's recent and prospective project awards and bids. However, certain ongoing joint venture projects that were bid some years ago have experienced impacts related, in part, to those factors, that will require satisfactory resolution of claims with the respective clients – see Section 13 "Risk Factors" in the Q3 2022 MD&A regarding the risk on four large fixed-price legacy projects entered into in 2018 or earlier by joint ventures in which Aecon is a participant.
- In the Construction segment, with strong demand, growing recurring revenue programs, and diverse backlog in hand, Aecon is focused on ensuring solid execution on its projects and selectively adding to backlog through a disciplined bidding approach that supports long-term margin improvement in this segment.
- In the Concessions segment, in addition to expecting a gradual recovery in travel through the Bermuda International Airport during the balance of 2022 and through 2023, there are a number of opportunities to add to the existing portfolio of Canadian and international concessions in the next 12 to 24 months, including in innovative projects with private sector clients that support a collective focus on sustainability and the transition to a net-zero economy.



Sustainability

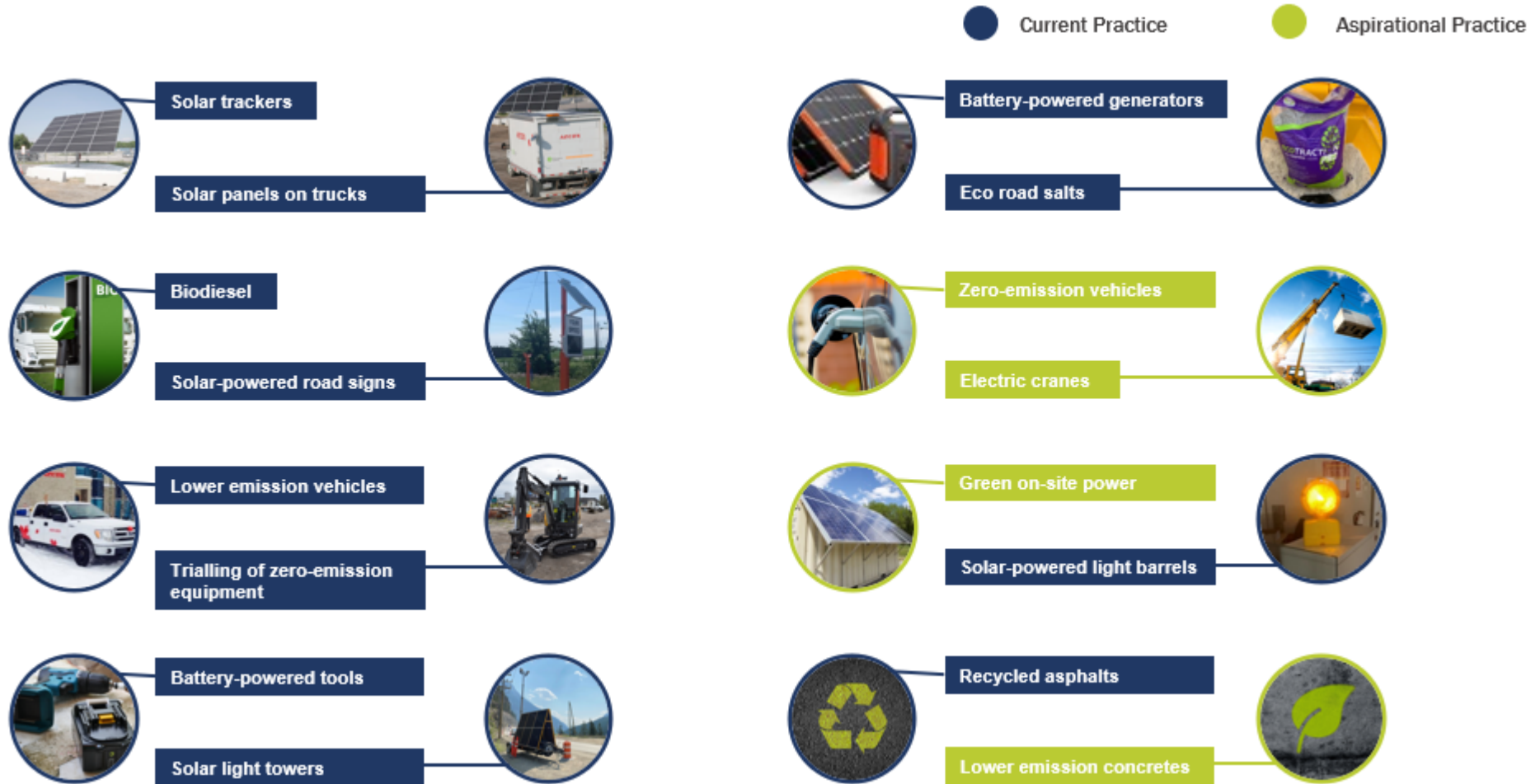
We actively manage and improve our environmental, social and governance performance & identify opportunities in sustainability that drive growth for the business.

| Environmental Leadership | Our People and Communities | Responsible Governance |
|--|---|---|
| <p>First construction company in Canada to set a GHG target</p> <ul style="list-style-type: none">2030 – 30% reduction in Direct CO₂ Emissions2050 – Net-Zero for Direct and Indirect CO₂ Emissions <p>15% reduction in emissions intensity in 2021 (compared to 2020)</p> <p>Exploring low carbon options for vehicles and construction equipment</p> <p>Greening our Supply Chain</p> | <p>Canada's Best Places to Work (Glass Door 2021)</p> <p>200 Best Employers in Canada (Kincentric 2020)</p> <p>Partnerships to achieve goals</p> <ul style="list-style-type: none">Aecon Women In Trades (AWIT)Operating joint ventures with 2 First Nations in Alberta & 2 in Ontario <p>Aecon's Reconciliation Action Plan</p> <ul style="list-style-type: none">Engaging in reconciliation by working in unison with Indigenous Peoples | <p>2021 Sustainability Report</p> <p>Commitment to UN Sustainable Development Goals</p> <div></div> <p>First Canadian construction company to incorporate a sustainability-linked credit facility tied to ESG objectives</p> <p>One of Canada's Best 50 Corporate Citizens (Corporate Knights 2022)</p> |



Working Towards Net Zero Construction

Aecon is among the industry leaders working to make construction activity more sustainable through innovative equipment, data-driven work processes and enhanced management of materials and waste.





APPENDIX

Q3 2022 Financial Results – Reported

Q3 2021, Q3 2021 TTM, and Q3 2022 TTM results include net benefit from the Canada Emergency Wage Subsidy (“CEWS”) program of \$7.3 million, \$38.5 million, and \$4.1 million, respectively

| \$ Millions (except per share amounts) | Three Months Ended September 30 | | | Twelve Months Ended September 30 | | |
|---|------------------------------------|-------|---------------------|-------------------------------------|-------|---------------------|
| | 2022 | 2021 | Change ⁺ | 2022 | 2021 | Change ⁺ |
| Revenue | 1,321 | 1,163 | ▲ 14% | 4,518 | 3,966 | ▲ 14% |
| Gross Profit | 118.6 | 123.3 | ▼ 4% | 351.6 | 396.5 | ▼ 11% |
| Gross Margin % ^{&} | 9.0% | 10.6% | ▼ 160 bps | 7.8% | 10.0% | ▼ 220 bps |
| Adjusted EBITDA [@] | 92.6 | 95.5 | ▼ 3% | 213.0 | 261.3 | ▼ 18% |
| Adjusted EBITDA Margin % [*] | 7.0% | 8.2% | ▼ 120 bps | 4.7% | 6.6% | ▼ 190 bps |
| Operating Profit | 61.0 | 63.7 | ▼ 4% | 87.2 | 141.7 | ▼ 38% |
| Profit | 34.5 | 38.4 | ▼ 10% | 22.8 | 69.6 | ▼ 67% |
| Earnings per share – diluted | 0.45 | 0.56 | ▼ 20% | 0.37 | 1.07 | ▼ 65% |
| New Awards | 991 | 682 | ▲ 45% | 4,751 | 3,345 | ▲ 42% |
| Backlog [@] | 6,275 | 6,043 | ▲ 4% | 6,275 | 6,043 | ▲ 4% |

⁺ 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 2022 MD&A.

^{*} This is a non-GAAP financial ratio. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2022 MD&A.

[&] This is a supplementary financial measure. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2022 MD&A.

Adjusted EBITDA Contribution by Segment (excluding CEWS)

Q3 2021, Q3 2021 TTM, and Q3 2022 TTM results exclude net benefit from the Canada Emergency Wage Subsidy (“CEWS”) program of \$7.3 million, \$38.5 million, and \$4.1 million, respectively

Adjusted EBITDA (\$ Millions)[@]

| | Q3 2022 | Q3 2021 | % CHANGE |
|--------------------------|-------------|-------------|-------------|
| Construction | 82.0 | 74.8 | ▲ 10% |
| Concessions | 20.7 | 21.8 | ▼ 5% |
| TOTAL[^] | 92.6 | 88.2 | ▲ 5% |

| | Q3 2022 TTM | Q3 2021 TTM | % CHANGE |
|--------------------------|----------------|----------------|-------------|
| Construction | 188.0 | 202.7 | ▼ 7% |
| Concessions | 67.8 | 62.5 | ▲ 8% |
| TOTAL[^] | 208.9 | 222.7 | ▼ 6% |

Adjusted EBITDA Margin %^{*}

| | Q3 2022 | Q3 2021 | BPS CHANGE |
|--------------------------|-------------|-------------|------------------|
| Construction | 6.3% | 6.5% | ▼ 20 |
| Concessions | 95.0% | 100.5% | nmf [#] |
| TOTAL[^] | 7.0% | 7.6% | ▼ 60 |

| | Q3 2022 TTM | Q3 2021 TTM | BPS CHANGE |
|--------------------------|----------------|----------------|------------------|
| Construction | 4.2% | 5.2% | ▼ 100 |
| Concessions | 91.7% | 60.4% | nmf [#] |
| TOTAL[^] | 4.6% | 5.6% | ▼ 100 |

[^] After corporate costs and eliminations

[#] Not Meaningful

[@] This is a non-GAAP financial measure. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2022 MD&A.

^{*} This is a non-GAAP financial ratio. Refer to Section 4 “Non-GAAP And Supplementary Financial Measures” in the Company’s Q3 2022 MD&A.

Construction Q3 2022 Results (excluding CEWS)

Q3 2021, Q3 2021 TTM, and Q3 2022 TTM results exclude net benefit from the Canada Emergency Wage Subsidy (“CEWS”) program of \$7.3 million, \$38.5 million, and \$4.1 million, respectively

Revenue up by **\$156M**, or **14%**, quarter-over-quarter

- ▲ \$167M in Civil operations driven by an increase in both major projects and roadbuilding construction work.
- ▲ \$22M in Utilities operations primarily due to an increase in telecommunications and high-voltage electrical transmission work.
- ▲ \$9M in Nuclear operations driven by a higher volume of refurbishment work at nuclear generating stations in Ontario.
- ▼ \$29M in Industrial operations driven primarily by decreased activity on mainline pipeline work in western Canada.
- ▼ \$13M in Urban Transportation Solutions primarily from a decrease in LRT work in Ontario.

Adjusted EBITDA[®] up by **\$7M**, or **9%**, quarter-over-quarter

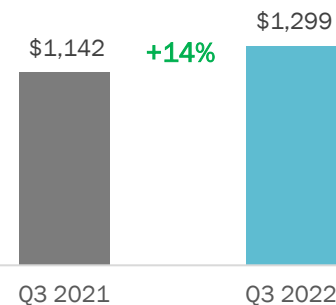
- ▲ Higher gross profit due to increased revenue and lower MG&A.
- ▼ Lower gross profit margin primarily from pipeline activity in industrial operations.

New awards higher by **\$309M**, or **47%**, quarter-over-quarter

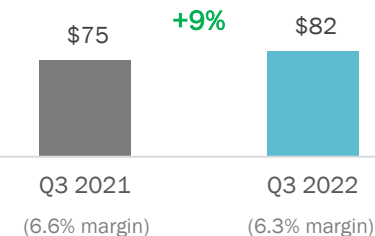
- ▲ Driven by strong demand across Canada and the U.S. in smaller, medium sized, and larger multi-year projects in the civil, industrial, and nuclear sectors.

Q3 2022*

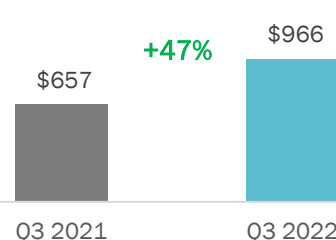
Revenue (\$M)



Adj. EBITDA (\$M)

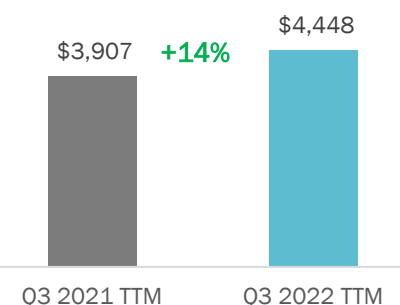


New Awards (\$M)

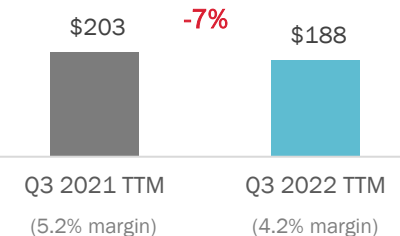


Q3 2022 TTM*

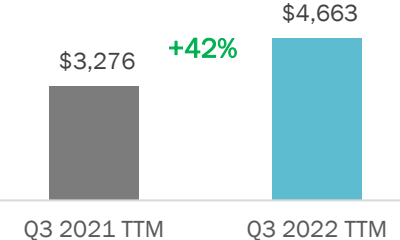
Revenue (\$M)



Adj. EBITDA (\$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 2022 MD&A.

Concessions Q3 2022 Results

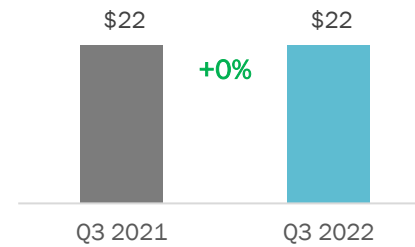
Revenue unchanged, quarter-over-quarter

Adjusted EBITDA[®] lower by **\$1M**, or **5%**, quarter-over-quarter

Primarily related to the Bermuda International Airport operations.

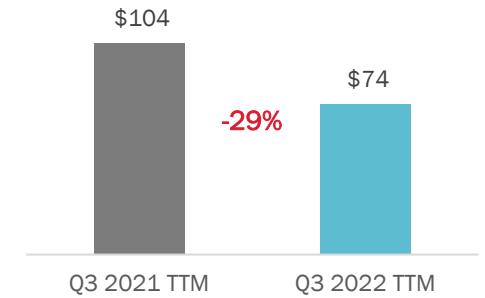
Q3 2022^{*}

Revenue (\$M)

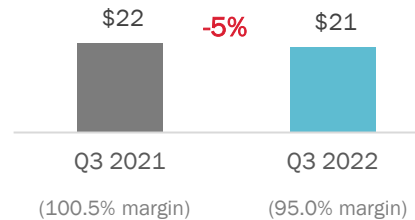


Q3 2022 TTM^{*}

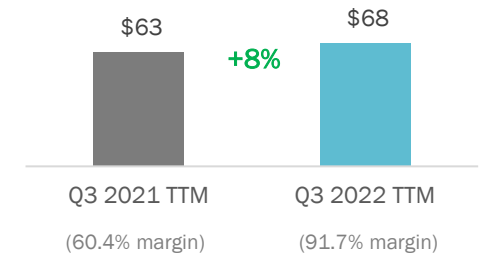
Revenue (\$M)



Adj. EBITDA (\$M)



Adj. EBITDA (\$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 2022 MD&A.

Non-GAAP Measures Quantitative Reconciliation

Net Working Capital Reconciliation (\$M)

September 30, 2022

| | |
|-----------------------------|--------------|
| Trade and Other Receivables | 983.3 |
| Unbilled Revenue | 734.6 |
| Inventories | 36.9 |
| Prepaid Expenses | 71.7 |
| Less | |
| Trade and Other Payables | 1,088.2 |
| Provisions | 21.1 |
| Deferred Revenue | 371.2 |
| Net Working Capital | 346.0 |

Equity Project EBITDA Reconciliation (\$M)

| | Q3 2022 | Q3 2021 |
|---|-------------|-------------|
| | <u>TTM</u> | <u>TTM</u> |
| Operating profit of projects accounted for using the equity method | 55.8 | 52.3 |
| Depreciation and amortization of projects accounted for using the equity method | 0.8 | 0.8 |
| Equity Project EBITDA | 56.6 | 53.1 |

Free Cash Flow Reconciliation (\$M)^{*}

| | Q3 2022 | Q3 2021 |
|---|----------------|--------------|
| | <u>TTM</u> | <u>TTM</u> |
| Profit Before Income Taxes | 36.2 | 101.1 |
| Finance cost | 52.0 | 41.1 |
| Finance income | (1.1) | (0.6) |
| Operating Profit | 87.2 | 141.6 |
| Depreciation and amortization | 92.3 | 93.5 |
| Gain on sale of assets | (6.6) | (12.5) |
| Income from projects accounted for using the equity method | (16.4) | (14.6) |
| Equity Project EBITDA [®] | 56.6 | 53.1 |
| Adjusted EBITDA[®] | 213.1 | 261.1 |
| Cash interest paid | (46.4) | (40.9) |
| Cash interest received | 1.0 | 0.6 |
| Purchase of property, plant and equipment | (32.2) | (28.1) |
| Proceeds on sale of property, plant and equipment | 10.4 | 8.1 |
| Increase in intangible assets | (3.5) | (2.7) |
| Income taxes paid | (32.8) | (67.8) |
| Free Cash Flow before Working Capital and net JV Impact | 109.7 | 130.4 |
| Change in other balances related to operations | (176.1) | (22.6) |
| Equity Project EBITDA [®] | (56.6) | (53.1) |
| Distributions from projects accounted for using the equity method | 2.4 | 3.8 |
| FREE CASH FLOW | (120.6) | 58.5 |

[®] This is a non-GAAP financial measure. Refer to Section 4 "Non-GAAP And Supplementary Financial Measures" in the Company's Q3 2022 MD&A

^{*} Totals may not add due to rounding

Capital Markets Overview

ARE.TSX Statistics

\$10.03

Price as of October 26, 2022

7.4%

Dividend Yield

61.0 Million

Shares Outstanding

~\$0.6 Billion

Market Capitalization

0.6 Million (\$6.4 Million)

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

\$9.32 / \$20.62

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 |
| National Bank Financial | Maxim Sytchev | (416) 869-6517 |
| Paradigm Capital | Alexandra Ricci | (416) 361-6056 |
| 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 |

1 Buy / Outperform Recommendations

11 Hold / Sector Perform Recommendations

\$13.46 Average Target Price



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