As we begin the fourth quarter of Fiscal Year 2009 (FY09), I would like to update you on the progress of the global Organizational Design initiative that we launched approximately a year ago. As we shared with you last July, our goal in advancing our organizational structure to the New AECOM is to align our company – and our resources – with the new market opportunities created by the geographic and business line growth that we have achieved.

Implementing the Matrix Structure Across the AECOM Enterprise

We began the process of implementing the structure in North America and within our Environment and Planning, Design and Development global business lines this past October. We are now beginning the implementation of the matrix structure – which balances geographies/regions with business lines – in Asia, Australia and New Zealand, Europe, and the Middle East. The remainder of FY09 will be a transition period to enable the full launch of the new structure as we begin FY10 on October 1, 2009.

The implementation of our new operating structure across AECOM's entire global enterprise is a significant milestone for us. We have already seen tangible successes as a result of our decision to implement the matrix structure. This includes an improved ability to work across geographies and business lines to pursue and win mega projects. And – equally important – we have demonstrated a greater emphasis on day-to-day collaboration among staff that has led to more innovative and comprehensive solutions for our clients. These important factors are reflected in the new projects that we have continued to win as well as the repeat clients that we have maintained, which is especially critical given the global economic environment that has existed for the past several months.

At the heart of our success, and at the center of our ability to successfully transform AECOM, is our staff's focus on continuing to deliver world-class expertise and service to our clients. I am well aware that it is not always easy to maintain this focus in the midst of change – and I salute you for your exceptional professionalism. Thank you!

Balancing Our Geographies and Business Lines

The balanced matrix design helps position us to more efficiently provide our clients with the global services and expertise they look for, while also delivering these services from a strong platform of local offices. For our employees, the matrix structure improves career development and placement opportunities as it enhances collaboration and best practice sharing.

Our geographies will focus on delivering local client needs, collaboration across business lines and the provision of effective employee and business support services. The business lines will focus on driving global growth strategies, ensuring capabilities and expertise are leveraged around the world, and enabling employee-development opportunities. In the end, both sides of the New AECOM matrix are responsible for driving the growth and profitable performance of the business.

The key to any successful matrix organization is collaboration. Collaboration across business lines and geographies will allow AECOM to provide clients with more integrated offerings and industry-leading expertise as well as create new cross-selling opportunities.
Implementation and Transition

We have put in place implementation teams with members representing all the Geographies, Business Lines and Support Service functions to ensure a smooth transition. While roles and responsibilities will remain the same for most employees, we have asked several key executives to assume new leadership roles in order to lead our transition to the New AECOM. These announcements are attached at the end of this message.

Understanding and Embracing the New AECOM

During the coming weeks, there will be a number of opportunities to learn more about the New AECOM and to address any questions that you may have as we transition globally. Each employee in areas now beginning the transition will receive information from their respective Geography and Business Line leaders, along with a schedule for follow-on communications. I encourage you to use these opportunities to learn more and to talk to your leaders about the New AECOM.

Thank you for your continued hard work and dedication to AECOM as you lead our company’s charge toward being recognized as the true global leader of professional services by our clients, the place to grow professionally by employees, and a valuable investment by our shareholders.

Best regards,

More information and translations of this letter (Russian, Bulgarian, Romanian, Czech, Polish, Spanish for Latin America, Italian, Portuguese for Brazil, French, French for Canada, Simplified Chinese and Traditional Chinese) are available on the corporate intranet at http://intranet.aecomnet.com/corporate/communications/globalOD/default.asp.
## Global Leadership

### Asia

**Office of the Chief Executive:**
Chief Executive: Tony Shum  
Dickson Lo  

**Regional leaders**
- **Hong Kong:** Fred Ng & Alex Kwan  
- **PRC:** Sean Chiao (Travis Chien)  
- **India:** Peter Lee  
- **Southeast Asia:** Peter Lee & Andy North  

**Design Center:** Charlton Wong  

**Business line leaders**
- **Transportation:** Fred Ng (Eric Ma)  
- **Geotechnical:** Patrick Chao  
- **Water & Urban Development:** Alex Kwan  
- **Environment:** Mike Chan  
- **Building Engineering:** David Lee  
- **PDD:** Chi Chung Wong  
- **PM/CM:** Albert Li

### Australia – New Zealand

**Office of the Chief Executive:**
Chief Executive: Richard Jackson  
Michael Batchelor  

**Regional leaders**
- **Western Australia:** Craig Bloxham  
- **Victoria & S. Australia:** Scott Farthing  
- **NSW/Canberra:** Peter Wyton  
- **Queensland:** Andy Olsen  
- **New Zealand:** Dean Kimpton  

**Business line leaders**
- **Transportation:** Chris Tatam  
- **Water & Services:** Andrew Macleod  
- **Environment:** Lara Poloni  
- **Building Engineering:** Geoff Hardy  
- **PDD:** Graeme Harvison  
- **Minerals & Industry:** Laurie Barlow  
- **Power & Energy:** Jon Lorentz

### Europe

**Office of the Chief Executive:**
Chief Executive: Ken Dalton  

**Regional leaders**
- **U.K. & Ireland:** Bill Hanway  
- **EC Countries:** Chris Hartfield (temporary)  
- **CIS:** David Whitehouse  

**Business line leaders**
- **Transportation:** John Vincent  
- **Water:** Graham Howells  
- **Environment:** Claudio Viola  
- **Building Engineering:** Steve Hodkinson  
- **PDD:** Andrew Jones  
- **PM/CM:** Chris Hartfield  
- **Design-Build:** Tony White

### Middle East

**Office of the Chief Executive:**
Chief Executive: David Barwell  

**Development:** Richard Cugley  

**Delivery & Risk:** Walid Mahmoud  

**Operations:** Lorne Proudlock  

**Regional leaders**
- **Abu Dhabi:** Riad Nashif  
- **Al Ain:** Jasim Al Khateb  
- **Dubai & N. Emirates:** Jamila El Assaad  
- **Qatar:** Mohammed Dawood  
- **Saudia Arabia:** Doug McCracken  
- **Emerging Geographies:** Walid Mahmoud  

**Business line leaders**
- **Buildings:** Andrew Schofield  
- **PDD:** Jason Kroll  
- **Transportation:** Colin Rudd  
- **Emerging Business Lines:** Richard Cugley  
- **Water:** Bill McLean  
- **Environment:** Gary Siegel
### North America

**Office of the Chief Executive:**
Chief Executive: John Kinley

**Finance:** Glen Hartwig & Wayne Gingrich

**Human Resources:** Cheryl Lazzaro

**Corporate Services:** Neal Forschner

**Regional leaders**
- **Canada West:** Rob Johnston
- **Canada Central:** Doug Allingham
- **Canada East:** Pierre Asselin
- **U.S. West:** Phil Petrocelli
- **U.S. Southwest & Mountain:** Jim Thompson
- **U.S. Midwest:** Tom Wolf
- **U.S. Northeast:** Ira Levy
- **U.S. Mid-Atlantic:** Cecil Doyle
- **U.S. Southeast:** Frank Gorry

**Business line leaders**
- **Transportation:** Richard Wolsfeld
- **Environment:** Frank Sweet
- **PDD:** Jacinta McCann

### Global Business Lines

**Global Business Lines**

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<td><strong>PDD:</strong></td>
<td>Joe Brown</td>
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<td><strong>Transportation:</strong></td>
<td>Graham Hooper</td>
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<td><strong>Water:</strong></td>
<td>Rob Andrews</td>
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<tr>
<td><strong>Building Engineering:</strong></td>
<td>Steve Hodkinson</td>
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<td><strong>Energy:</strong></td>
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**Special Initiatives**

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<td><strong>Multi-National Clients:</strong></td>
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**Major Projects Group**

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<td><strong>North America:</strong></td>
<td>Mike Marchelletta, Jack Baylis</td>
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<td><strong>EMEA:</strong></td>
<td>Gary Walker, Darren Kingman</td>
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<td><strong>Urban Cities:</strong></td>
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