



ANNUAL MEETING OF STOCKHOLDERS

May 18, 2020 at 11am Eastern Time

RULES OF CONDUCT

Welcome to the American Tower Corporation (the “Company”) virtual Annual Meeting of Stockholders. In the interest of having an informative, orderly and constructive meeting, we have established the following rules of conduct. We thank you for your cooperation.

1. The only business matters to be conducted at the meeting are the matters set forth in the Definitive Proxy Statement, dated April 6, 2020 (the “2020 Proxy Statement”). Only Company stockholders or their authorized representatives are permitted to ask questions during the meeting. You need to have held stock as of the close of business on the record date of March 23, 2020, to vote or submit questions while participating in the meeting.
2. If you have voted your shares prior to the start of the meeting, your vote has been received by the Company’s inspector of elections and there is no need to vote those shares during the meeting, unless you wish to revoke or change your vote. If you wish to vote during the meeting, revoke or change your vote, you may do so by clicking on the voting button on the web portal while the polls are open.
3. During the presentation of a stockholder proposal, the presenter will have two minutes to present the proposal. The presenter should restrict their comments to the stockholder proposal being presented. A presenter should not begin presenting their proposal until the relevant proposal is introduced by the Chair or Secretary. Additionally, the Chair and Secretary will not address proposals that were not previously submitted properly under SEC Rule 14a-8 or in accordance with the Company’s advance notice provision in its Amended and Restated By-Laws.
4. After the formal portion of the meeting has been adjourned, the Company will address questions from stockholders pertinent to the meeting. Such questions may be submitted in the field provided in the web portal during the meeting. Please note we will attempt to answer as many questions as time allows.
5. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to two questions. It will help us if questions are succinct and cover only one topic per question. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped and answered together.
6. Stockholders’ views and constructive comments are welcome and sincere criticisms made in good faith are appropriate to put forward, but neither the Chair nor Secretary will address questions that are:
 - a. irrelevant to the business of the Company;
 - b. repetitious of statements made by other persons;
 - c. derogatory references to individuals or that are otherwise in bad taste;
 - d. related to personal grievances; or
 - e. a matter of individual concern that is not a matter of interest to stockholders generally.
7. If there is any matter that is of individual concern to a stockholder or that is not an appropriate subject matter for general discussion, please defer discussion until after the meeting. Stockholders may contact Company representatives after the meeting to discuss such matters, as outlined on page 25 of the 2020 Proxy Statement.
8. Recording of the meeting is prohibited unless express prior written permission of the Company is obtained.

9. In the event of technical malfunction or other significant problem that disrupts the meeting, the Chair or Secretary may adjourn, recess, or expedite the meeting or take such other action that the Chair or Secretary determines is appropriate.

10. The Secretary of the meeting shall have the authority to preside over the meeting, maintain order at the meeting and make any and all determinations with respect to the conduct of the meeting and meeting procedures.