Important information

Certain statements in this presentation are forward looking statements. By their nature, forward looking statements involve a number of risks, uncertainties or assumptions that could cause actual results or events to differ materially from those expressed or implied by the forward looking statements. These risks, uncertainties or assumptions could adversely affect the outcome and financial effects of the plans and events described herein. Forward looking statements contained in this presentation regarding past trends or activities should not be taken as representation that such trends or activities will continue in the future. You should not place undue reliance on forward looking statements, which apply only as of the date of this presentation.

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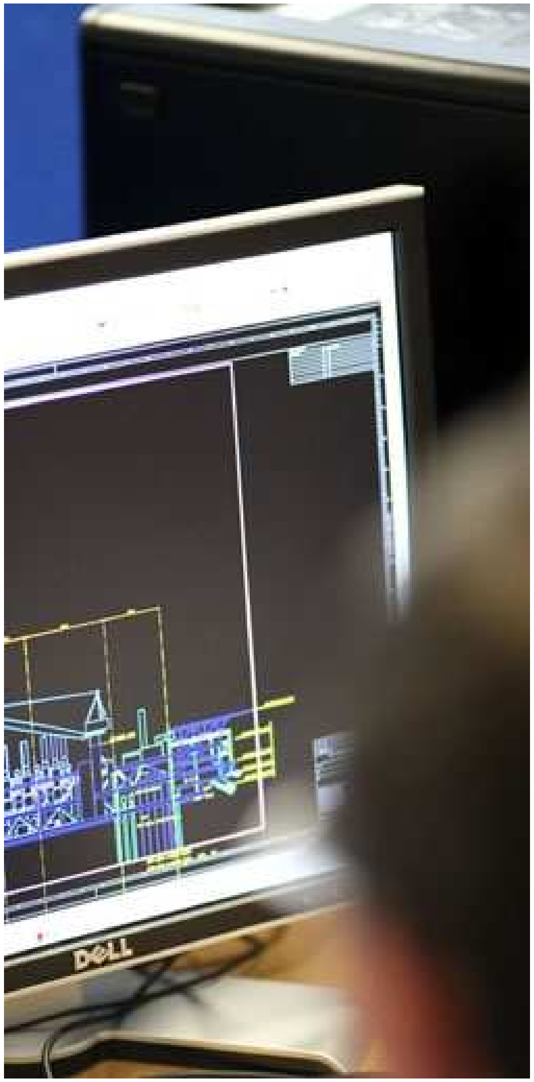


AMEC at a glance

- FTSE 100 company — **Market cap* c.£2.7 billion**
- Sector classification — **Oil Equipment and Services**
- Turnover — **Over £2.6 billion**
- Employees — **c.21,000**
- Expected average net cash 2009 — **c.£700 million**

* As at 17 September 2009

Total life of asset services

Services focused on designing, managing the delivery of, and maintaining strategic and complex assets

capital expenditure | **operating expenditure**

Consult → **Engineer** → **Procure** → **Construct** → **Operate** → **Maintain** → **Decommission**

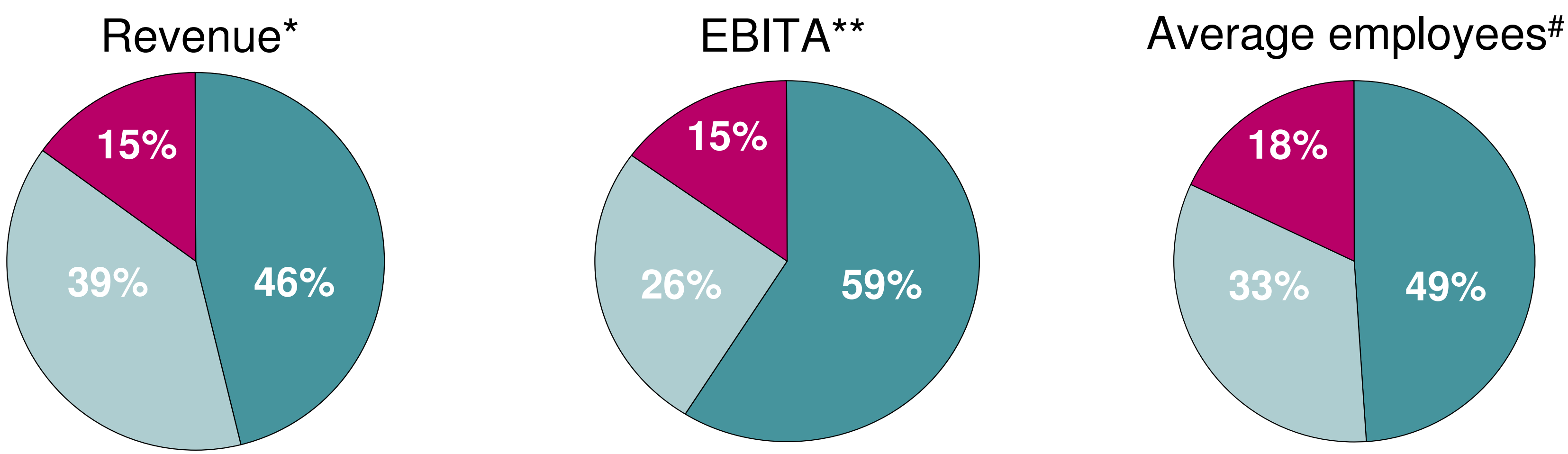
project management

Blue shading denotes AMEC focus

Our vision is to be a leading supplier of high-value consultancy, engineering and project management services to the world's energy, power and process industries

Delivering differentiated performance

Three core divisions



Natural Resources	Power and Process	Earth and Environmental
Operates in the oil and gas services, oil sands and mining markets	Operates in the power, process and nuclear markets	Provides specialist consultancy and engineering services

All figures for year ended 31 December 2008

* Before internal revenue and excluding the Investments and other activities division

** Before corporate costs, pre-tax exceptional items, amortisation and the Investments and other activities division, but including joint venture profit before tax

\# Full time equivalents/agency staff, excluding the Investments and other activities division

Interim financial highlights

£ million	H1 2009	H1 2008	
Revenue	**1,259.7**	1,255.2	-
EBITA*	**94.5**	75.9	+25%
Profit before tax*	**97.5**	90.4	+8%
Earnings per share**	**20.8p**	18.8p	+11%
Dividend per share	**6.1p**	5.3p	+15%
Average net cash	**690**	630	+10%
Order book	**3.2bn**	2.5bn	+28%

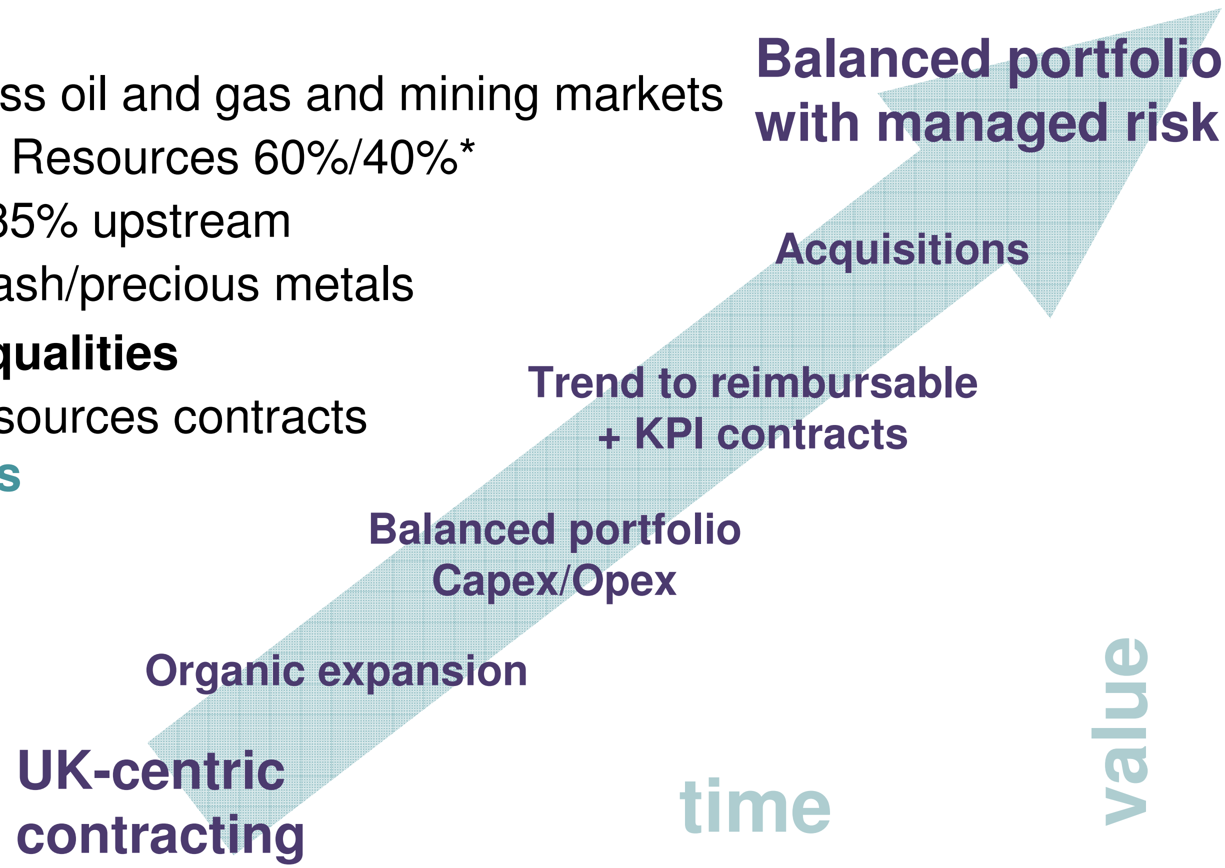
7.5% EBITA margin – up 150 bps

* Before intangible amortisation, pre-tax exceptional items and £2.0m of deferred consideration on Earth and Environmental acquisitions but including joint venture profit before tax

** Diluted for continuing operations, before intangible amortisation, exceptional items and £2.0m of deferred consideration on Earth and Environmental acquisitions

Natural Resources

- **Mid-late cycle play**
  - AMEC involvement generally after project go-ahead
  - No involvement in early cycle seismic and drilling
- **Balanced portfolio**
  - Strong position across oil and gas and mining markets
  - Capex/Opex Natural Resources 60%/40%*
  - Natural Resources 85% upstream
  - Mining focus on potash/precious metals
- **Increasing defensive qualities**
  - >90% of Natural Resources contracts **reimbursable +KPIs**



* Revenues six months ended 30 June 2009

Natural Resources Leading market positions

Mature markets

Frontier regions

Unconventional oil

Mining, mineral and metals

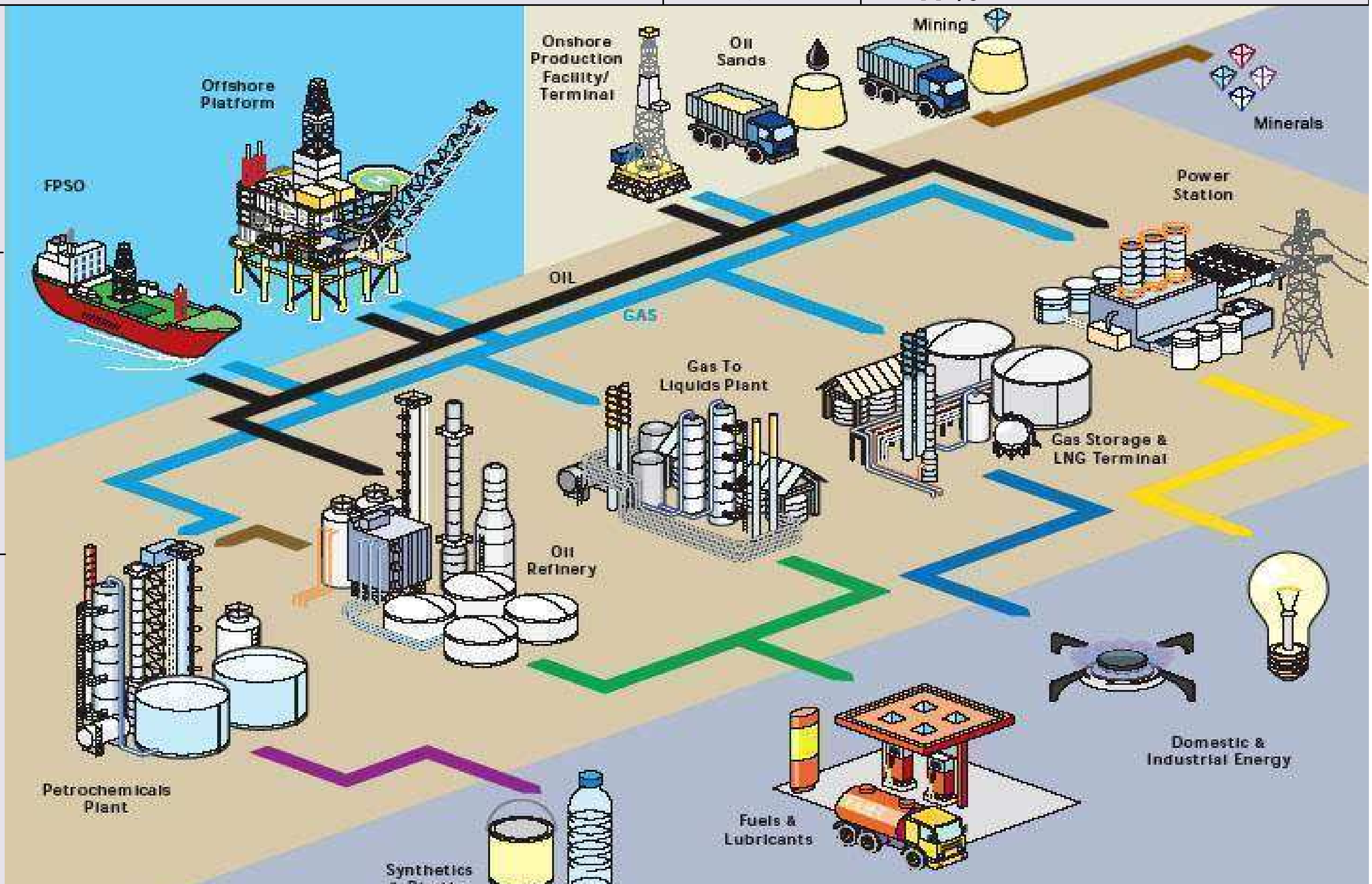
Natural Resources Areas of operation

	Oil and Gas 55%*	Oil Sands 28%*	Mining 17%*

Upstream 85%

Midstream 10%

Downstream 5%



* Revenues six months ended 30 June 2009

Natural Resources World class customers and services

- **Blue chip customers**
  - Vast majority of revenues from **IOCs**
  - Strong growth in revenues from select **NOCs**
  - **Well financed**
  - Focus on **long-term fundamentals**

- **World Class projects include**
  - **BP:** Clair Ridge, UK North Sea
    Tubular Bells/Kodiak, Gulf of Mexico
  - **ExxonMobil:** Kizomba Satellites, offshore Angola
  - **Imperial Oil:** Kearl Oil Sands project, Canada
  - **INPEX:** Ichthys project, offshore Western Australia

ExxonMobil
Taking on the world's toughest energy challenges.™

Imperial Oil
Kearl OIL SANDS

INPEX
INPEX CORPORATION

Increasing levels of customer recognition

Natural Resources

£ million	H1 2009	H1 2008	
Revenue	631.5	561.7	+12%
EBITA	73.0	56.6	+29%
EBITA Margin	11.6%	10.1%	+150 bps
Average employees*	9,608	10,620	-10%
Order book	1.73bn	1.33bn	+30%

- Capex/Opex split:

	H1 2009	H1 2008
Revenue	60% / 40%	55% / 45%
Order book	78% / 22%	83% / 17%

Order book strength continues

* Full time equivalents/agency staff

Power and Process

- **Market leading positions**
  - **Nuclear:** Reactor services and decommissioning
  - **Gas and Electricity transmission:** Engineering and project management services
  - **Renewables:** Biofuels; solar; delivery of wind farms

- **New business model**
  - Migration to low-risk services with high value add
  - Higher quality of backlog
  - Focus on margin, not revenues

New approach has doubled EBITA margin over the last two years

Nuclear Key market segments

New build	Reactor support	Nuclear Clean up
		
Licensing and regulatory support; Programme Management; Engineering and Safety Support	Lifetime Extension; Operational Performance; Reactor Servicing	Decommissioning; Waste Management; Environmental; Radiological
Positioned in UK with EDF and others	**Delivering Bruce 1&2 restart in Canada**	**Awarded Sellafield contract** **Acquired AllDeco**

Well positioned to benefit from the "Nuclear Renaissance"

Power and Process

£ million	H1 2009	H1 2008	
Revenue	**406.4**	535.8	-24%
EBITA	**25.0**	27.3	-8%
EBITA Margin	**6.2%**	5.1%	+110 bps
Average employees*	**7,413**	8,124	-9%
Order book	**1.27bn**	1.05bn	+21%

- Capex/Opex split:
  - Revenue **27% / 73%** **45% / 55%**
  - Order book **34% / 66%** **21% / 79%**

Strategic refocusing

* Full time equivalents/agency staff

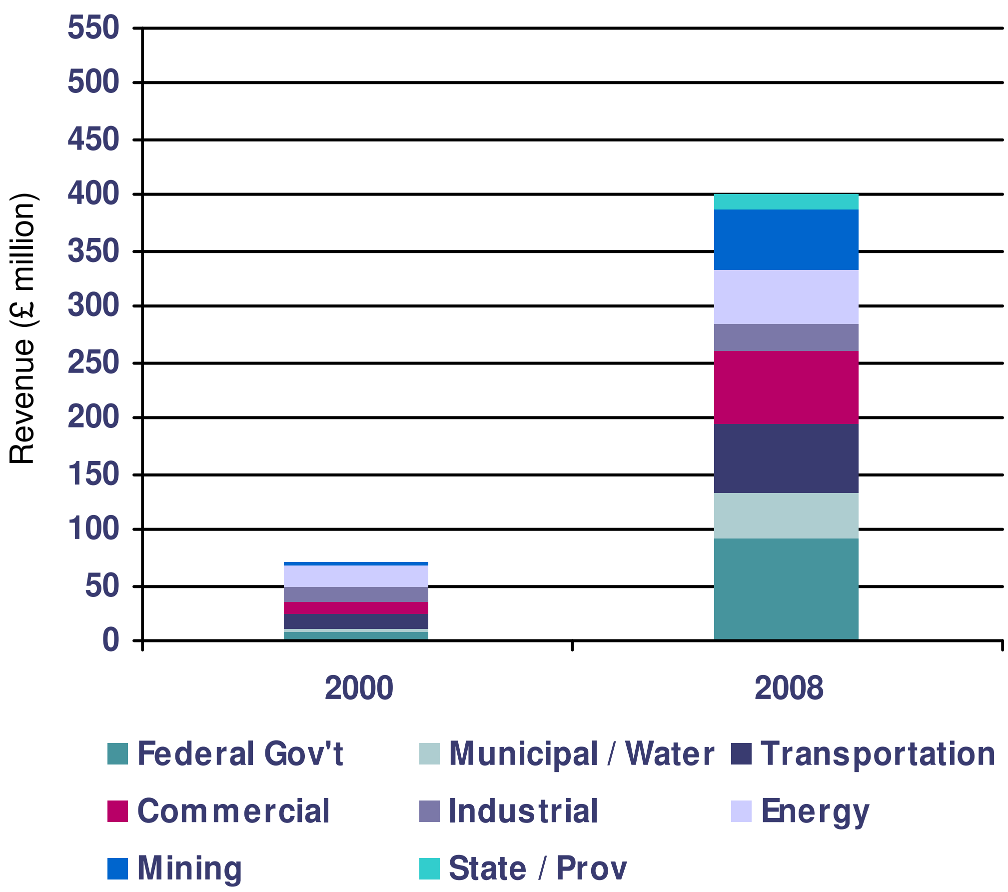
Earth and Environmental

- **High value consultancy services**
  - Diversified portfolio of customers and services
  - 150 offices, mainly across North America
  - “Halo effect”

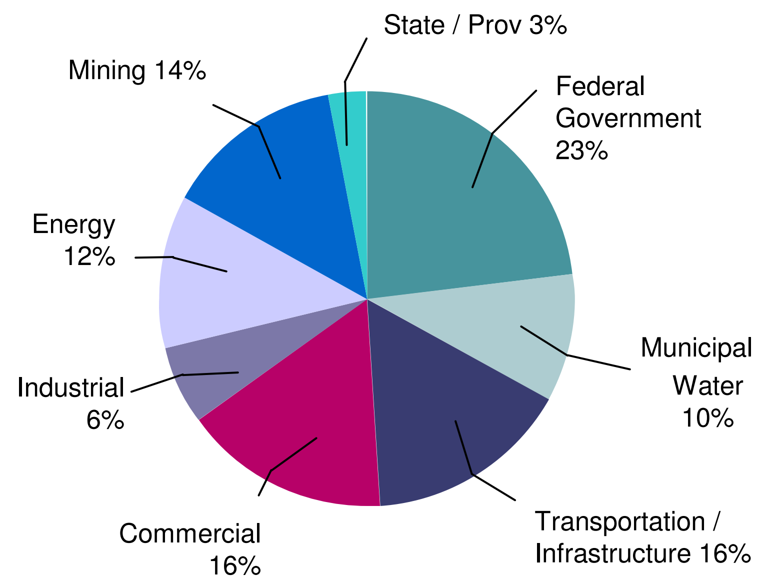
- **Strong growth record**
  - Growth in environmental legislation
  - Increasing corporate social responsibility
  - Increasing use of brownfield sites and exploration of environmentally sensitive regions
  - Highly fragmented market provides opportunities for acquisitions

One of the world’s leading environmental and engineering consulting organisations

Earth and Environmental Revenue by sector



2008 revenue by sector



Technical skill sets are highly **transferable between sectors**

Strong track record of growth

Earth and Environmental

£ million	H1 2009	H1 2008	
Revenue	**243.6**	165.8	+47%
EBITA*	**17.4**	10.5	+66%
EBITA Margin	**7.1%**	6.3%	+80bps
Average employees**	**4,223**	3,575	+18%
Order book	**0.22bn**	0.15bn	+53%

Acquisitions continue to drive growth

* Before £2.0m deferred consideration on Earth and Environmental acquisitions
** Full time equivalents/agency staff

Group order book

£ billion	At Jun 09 fx*			As reported	
	Jun 09	Dec 08	**Jun 08**	Dec 08	**Jun 08**
Natural Resources	**1.73**	1.67	1.35	1.71	1.33
Power and Process	**1.27**	1.22	1.07	1.28	1.05
Earth and Environmental	**0.22**	0.25	0.18	0.29	0.15
	3.22	3.14	2.60	3.28	2.53

- Currency adjusted order book is: up 3% on Dec 08
  up 24% on Jun 08

The order book has never been stronger

* Order books at 30 Jun 08 and 31 Dec 08 restated at 30 Jun 09 rates for material currencies

Order book basis

- Order book is conservatively stated
- Full contract duration of Opex contracts not recognised
  - Only guaranteed revenue taken to order book
- Backlog excludes call-off contracts and ad-hoc relationship work
- Sellafield contract excluded
  - Over £10m profit per annum expected

The order book is conservatively stated

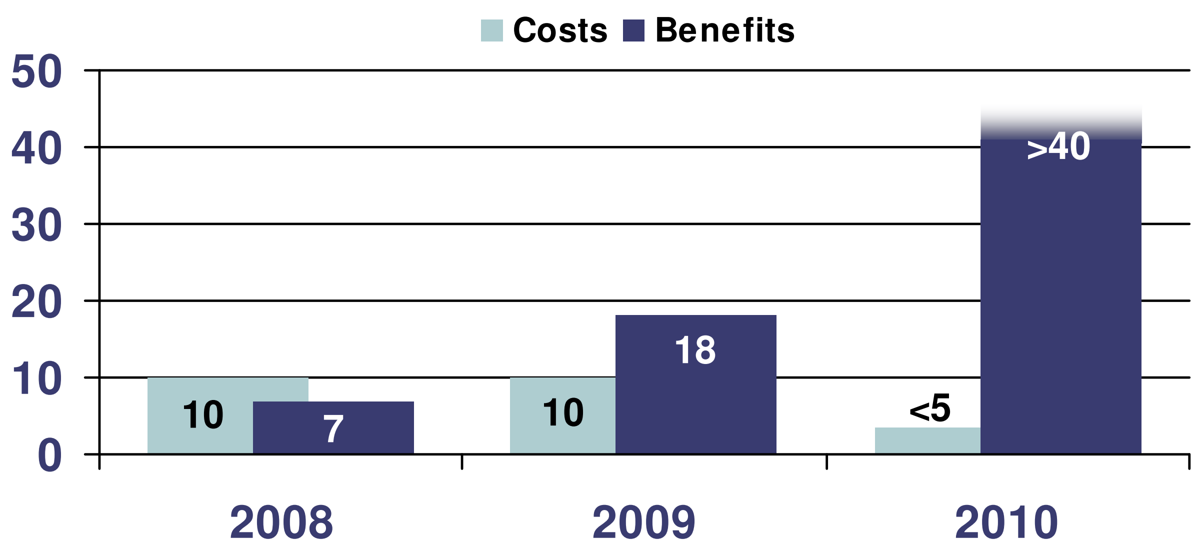
Operational Excellence Self-help programme

- All actions **substantially complete** by year-end 2009
- Scope includes **all areas of operation**
- Major areas of focus include:
  - Harmonised tools and systems
  - Customer key account management
  - Project sponsorship
- £10 million costs in 2009 will be **more than offset by benefits**
  - 2008: Net costs
  - 2009: First net benefits
  - 2010: Increased benefits; culture of continuous improvement
- Internal initiatives will deliver **irrespective of market conditions**

Firmly on track to deliver 8.5% EBITA margin in 2010

Operational Excellence Nearing completion

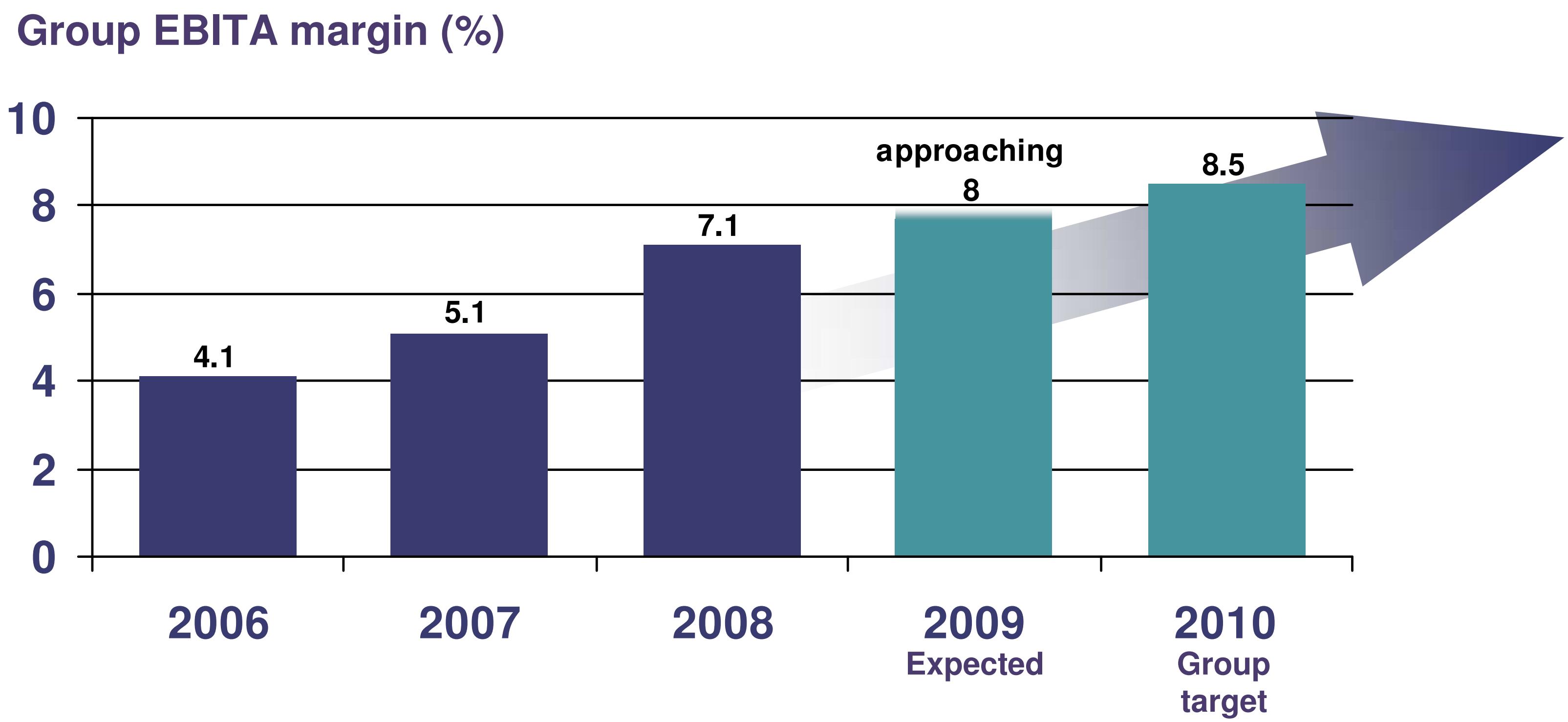
Annual costs and benefits (£ million)



- 2009 benefits ramping up in second half
- Benefits continue to increase in 2010

At least £40 million of gross annual benefits expected in 2010

Margin progression to continue



Operational Excellence will be a major contributor

Capital structure

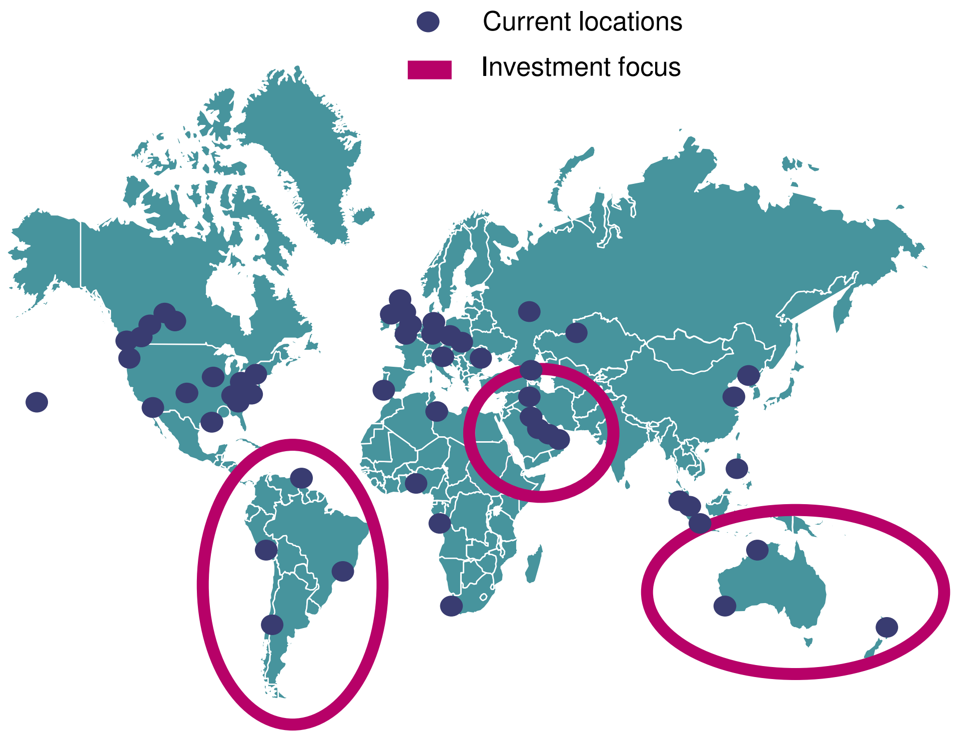
- Benefits of cash
  - Flexibility
  - Expansion through acquisition
- Acquisitions
  - Strong track record
  - ROIC ≥ WACC in year one or two
  - Significant opportunities
- Share buy-back
  - No current plans for significant buy-back
  - Purchases to satisfy group share schemes
- Dividends
  - Progressive policy
  - Satisfied with existing cover

Strong cash position for investment

Growth prospects supplemented by acquisitions

- Sector focus
  - Oil and Gas Services
  - Mining
  - Nuclear
  - Environmental consultancy
  - Water

- Geographical focus
  - Middle East
  - Australasia
  - Latin America



AMEC continues to target acquisitions

- GRD: Australian engineering and project development company
  - Mining focus
  - 850 people
  - Australia, Africa and South America
  - ASX listed
- Proposed transaction
  - Due diligence complete
  - Unanimous recommendation by GRD Board
  - Cash acquisition for A$106 million
  - Shareholder and regulatory approval required

Creation of a significant regional platform for AMEC

Outlook

- Order book £3.2 billion
- H2 2009 expected to be stronger than H1 (underlying basis)
  - Benefits of Operational Excellence
  - Seasonal trading, especially Earth and Environmental
  - Power and Process contract losses in H1
- Firmly on track to hit 2010 margin target of 8.5%
  - Increasing net benefits from Operational Excellence
- Exceptionally strong balance sheet
  - Opportunities for acquisitions

Expect 2009 to be another year of improved performance

Delivering differentiated performance

Margin progression

Acquisitions

New business

The best army of engineers and project managers in the world

Vision 2015 the second phase of our journey

- **Where** are we headed?
- **How** will we get there?
- **What** are our new targets?

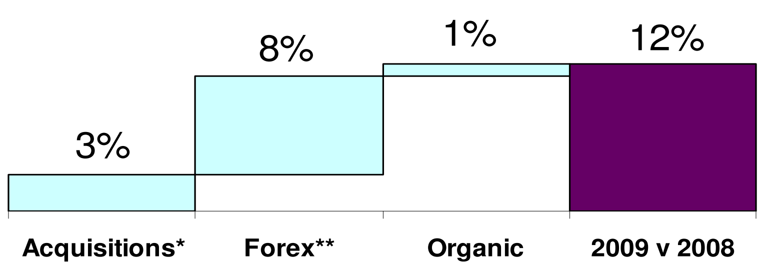
- Save the date **December 2009**

AMEC plc
Interim results 2009

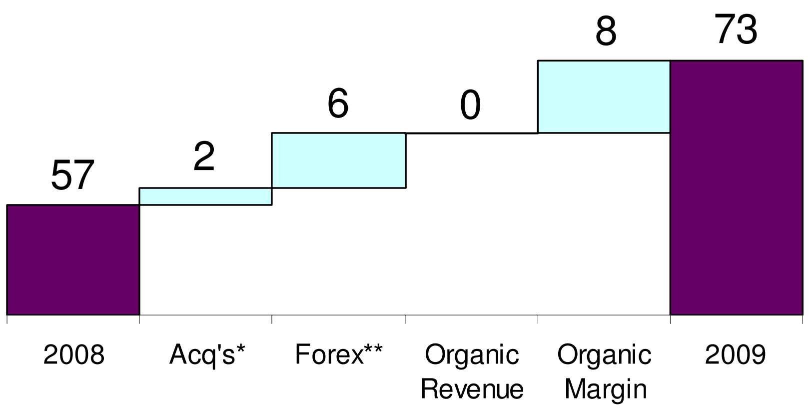
Supplementary information

Natural Resources

Revenue growth (%)



EBITA development (£m)

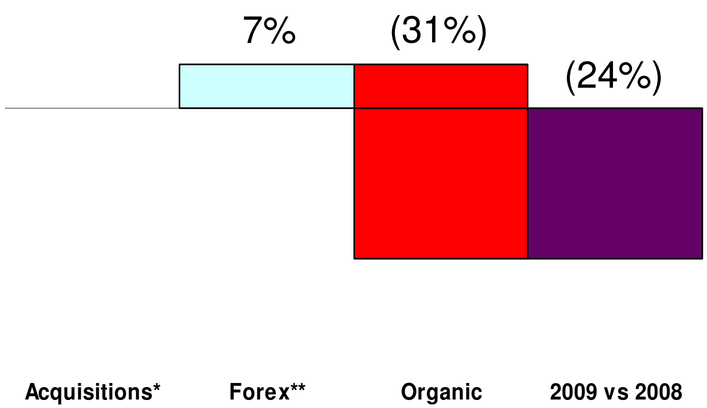


Strong growth in margin to 11.6%

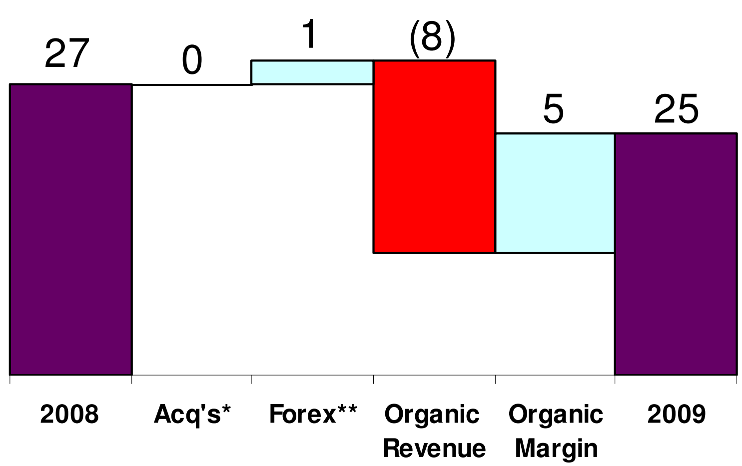
* Year-on-year impact of material acquisitions
** Year-on-year impact of translating material currencies into £

Power and Process

Revenue growth (%)



EBITA development (£m)

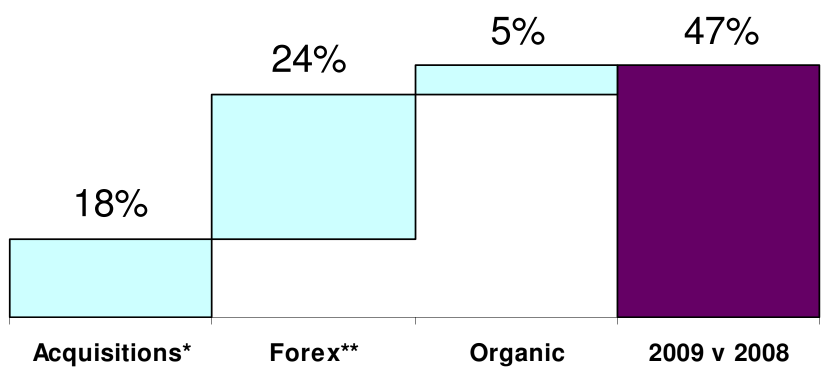


Focus on business mix and margin growth

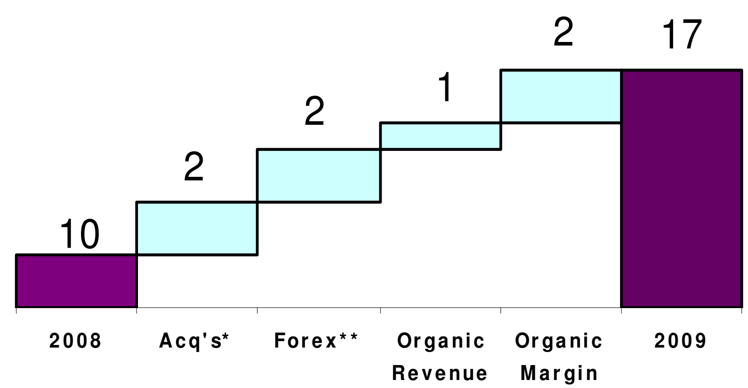
* Year-on-year impact of material acquisitions
** Year-on-year impact of translating material currencies into £

Earth and Environmental

Revenue growth (%)



EBITA development (£m)



Margin development continues: 7.1%

* Year-on-year impact of material acquisitions
** Year-on-year impact of translating material currencies into £

Operational Excellence

£ million	2009 FY Estimate	2008 FY Actual
Gross annual benefits	18	7
Annual investment	(10)	(10)
	8	(3)

- Benefits build through 2009
- Programme substantially completed by December 2009 – investment in 2010 <£5m

At least £40 million gross annual benefits in 2010

Tax

	2009 FY Estimate	2008 FY Actual
Underlying rate*	c.33%	c.31.5%
P&L charge**	28 – 29%	30.8%

- Underlying rate increased
  - Higher percentage of profits from North America

- Charge reducing
  - Settlement of historic items
  - Active management

- Expect future charge to trend down

Active management

* Weighted average geographic rate
** For continuing businesses before intangible amortisation, exceptional items and including JV tax

Operating cash flow

£ million	2009	2008
EBITA	95	76
Statutory adjustments*	(11)	(1)
Statutory PBIT	84	75
Non-cash items**	11	11
	95	86
Working capital	(25)	(76)
	70***	10***

* JV profit before tax and deferred consideration in the Earth and Environmental division

** Depreciation, share based payments and profit/loss on asset disposal

*** Compared to "cash generated from operating activities" per the statutory format cashflow, operating cash flow, excludes discontinued operations £4 million (2008: £2 million), legacy settlements £(11) million (2008: £2 million) and pension payments in excess of amounts recognised in the income statement £(3) million (2008: £(9) million)

Cash flow

£ million	2009	2008
Operating cash flow	70	10
Pension payments*	(3)	(9)
Business acquisitions**	(32)	(79)
Business disposals**	1	25
Fixed assets (net)	(8)	(6)
Interest and tax	(46)	(28)
	(18)	(87)
Dividends paid	(18)	(15)
Shares acquired	(9)	(34)
Other***	(3)	4
Net cash flow movement	(48)	(132)
Opening cash	765	733
Exchange loss on opening cash	(18)	-
Closing cash	699	601

* In excess of amounts recognised in the income statement
** Including joint ventures
*** Legacy settlements, exceptional and discontinued items and dividends received from joint ventures

Strong growth in average net cash

£ million	2009 June	2008 Dec	2008 June
Period end net cash	**699**	765	601
Average weekly net cash	**690**	626	630

- Client advances c.£15 million
- Expected average net cash 2009 c.£700 million (2008: £626 million)
  - Excludes acquisitions in H2 and further forex movements
- Cash management focus is on security
- Average yield reducing
  - c.4% in 2008
  - c.1% in 2009

Balance sheet exceptionally strong

Pensions

- Accounting status
  - Surplus at 30 June 2009 £168 million

	2009 FY Estimate £m	2008 FY Actual £m
Financing		
– Charge on liabilities	(60)	(61)
– Return on assets	66	79
Contribution to EBITA (non cash)	6	18

- Actuarial status
  - Valuation for 2008 agreed with trustees
  - Surplus c.£50 million
  - No change to contribution levels

One of the best funded schemes in the FTSE 100