

The slide features a dark background with a central abstract graphic consisting of overlapping horizontal bands of color (yellow, orange, red, purple, blue) and several semi-transparent grey rectangular blocks. The AMEC logo is positioned in the top right corner. The text 'Delivering performance and value' is written in yellow at the top left. Below the graphic, the text 'AMEC plc Interim results 2007' is displayed in white. A small white number '1' is located in the bottom left corner of the slide.


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Delivering performance and value

AMEC plc
Interim results 2007

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Important notice


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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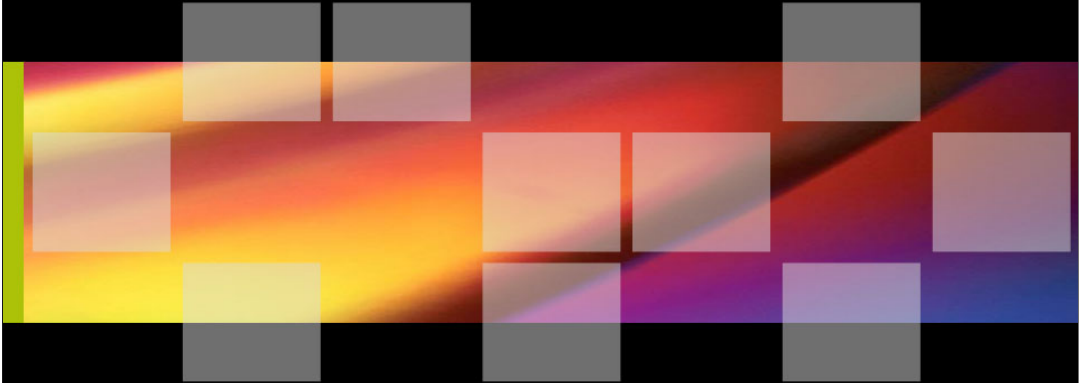
Past performance cannot be relied upon as a guide to future performance.

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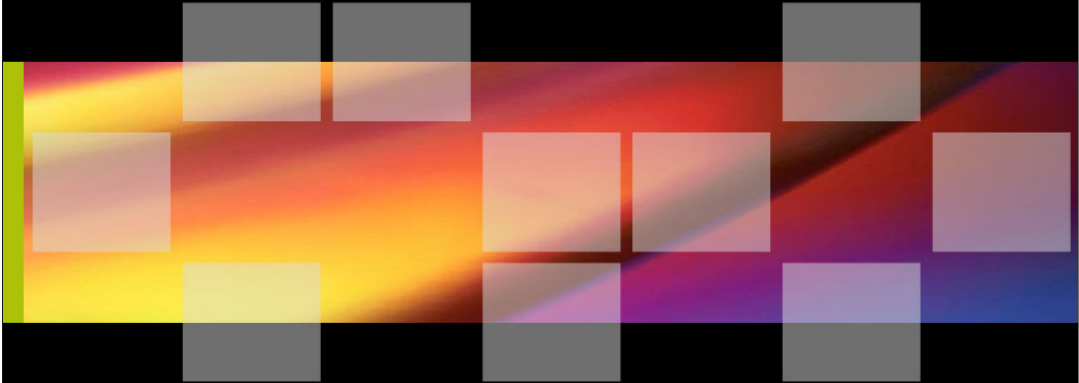
AMEC plc
Interim results 2007
Jock Green-Armytage
Chairman

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Financial performance
Stuart Siddall
Finance Director


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Financial performance Agenda 

- Basis of preparation

- Financial summary
- Exceptional items
- Disposal of Built Environment businesses
- Segmental results
- Capital structure




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Basis of preparation Today's results presentation

- Presentation based on **continuing operations**
 - **Comparatives** as restated on 25 June 2007
- **Discontinued operations** comprise:
 - AMEC SPIE **Sold July 2006**
 - Pipelines construction **Sales completed**
 - Non-core Built Environment **Sale effectively complete**
- Discontinued results **excluded** except from **cashflows**
- Intangible amortisation and exceptionals **excluded throughout**



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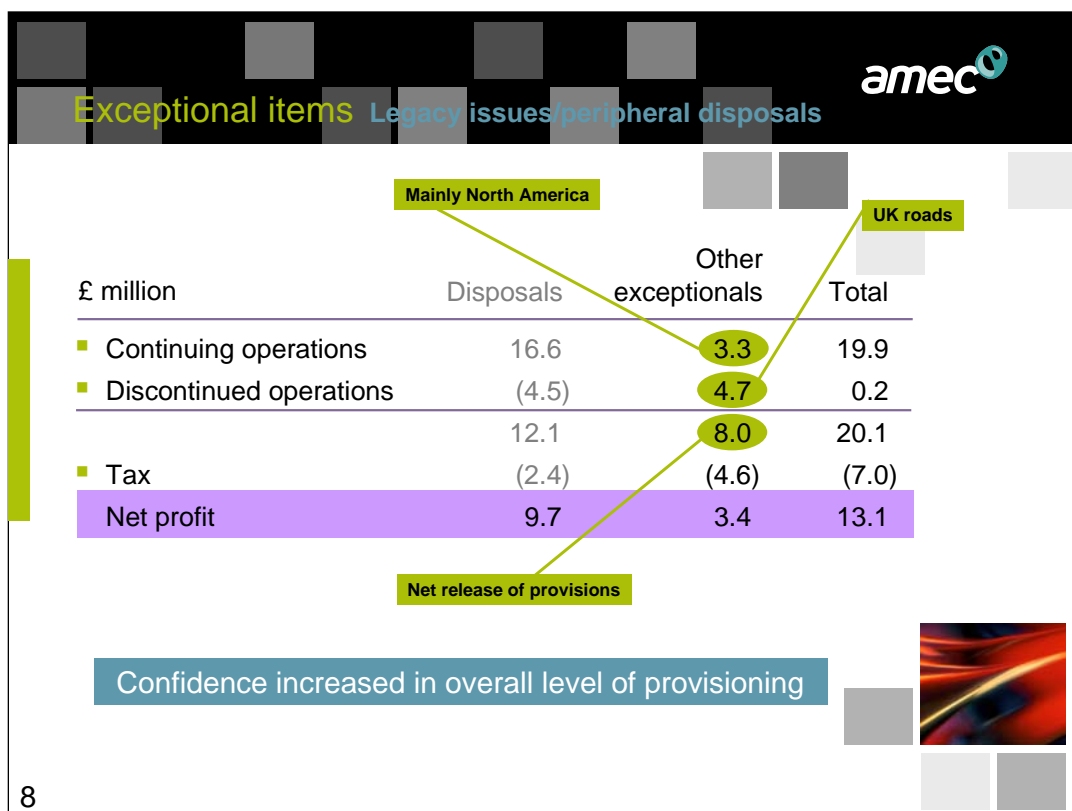
		amec	
		Group overview Financial summary*	
£ million	H1 2007	H1 2006	
Revenue	1,152.9	1,009.3	+14%
EBITA**	43.5	30.6	+42%
Net financing income/(expense)	4.7	(9.4)	-
Pre-tax profit	48.2	21.2	+127%
Tax rate***	28.9%	30.1%	-1.2pts
Diluted earnings per share	10.2p	4.5p	+127%
Interim dividend per share	4.6p	4.2p	+10%

Performance well ahead of December 2006 expectations

* Before intangible amortisation and exceptional items
 ** Includes joint venture profit after tax
 *** Includes JV tax

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Exceptional items Legacy issues 

Six major contractual contingent liabilities flagged in 2006

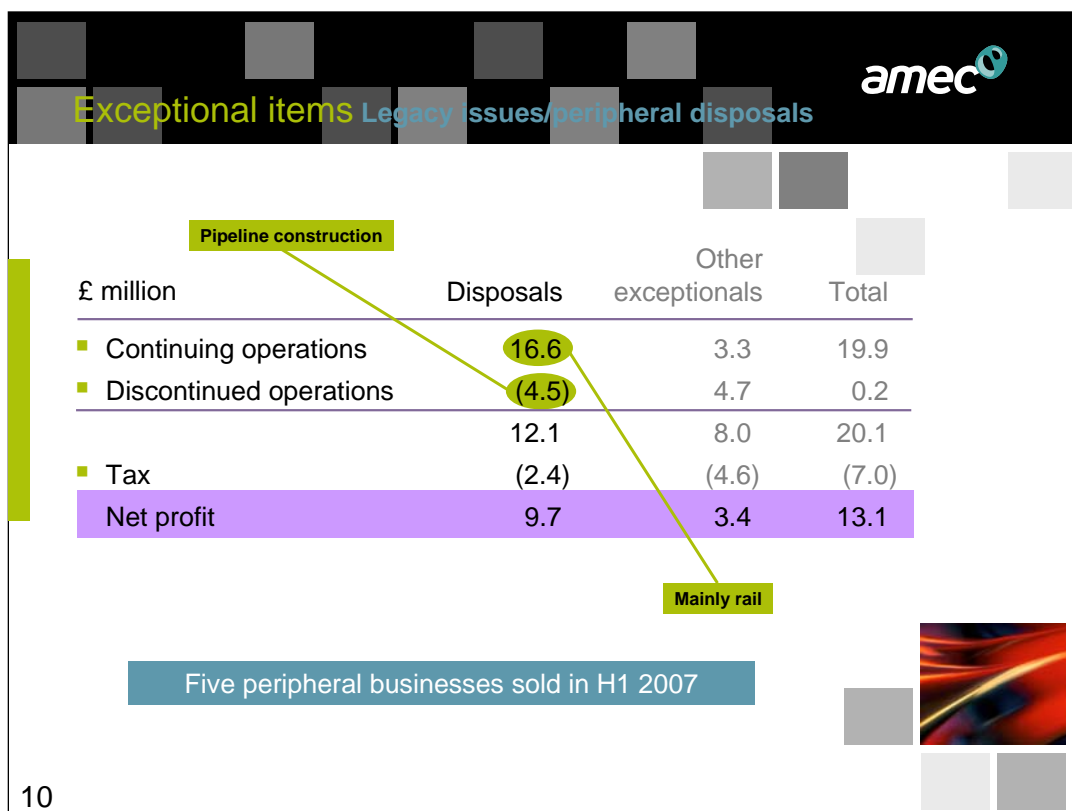
- Jormag and Thelwall settled well within provisions
- Positive progress on San Francisco Jail and Florida projects
- Further Courthouses hearing expected Q4 2007
- World Trade Center – long-term insurance issue

Provisions now held for litigation c.£75m



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Built Environment disposals
Post balance sheet events

Expected gain on disposals	
£ million	
Premium to net assets	c.310
– Taxes	c.(70)
– Costs of divestments	c.(20)
Post-tax gain	c.220
– Nil provisions: work in progress	NIL
– Net provisions: retained obligations	NIL
– Insurance run-off/property/mgt costs	c.(10)
Net gain	not less than £210m
<ul style="list-style-type: none"> ▪ If one major PPP concession retained due to complex pre-emption rights, expected net gain not less than £150m 	

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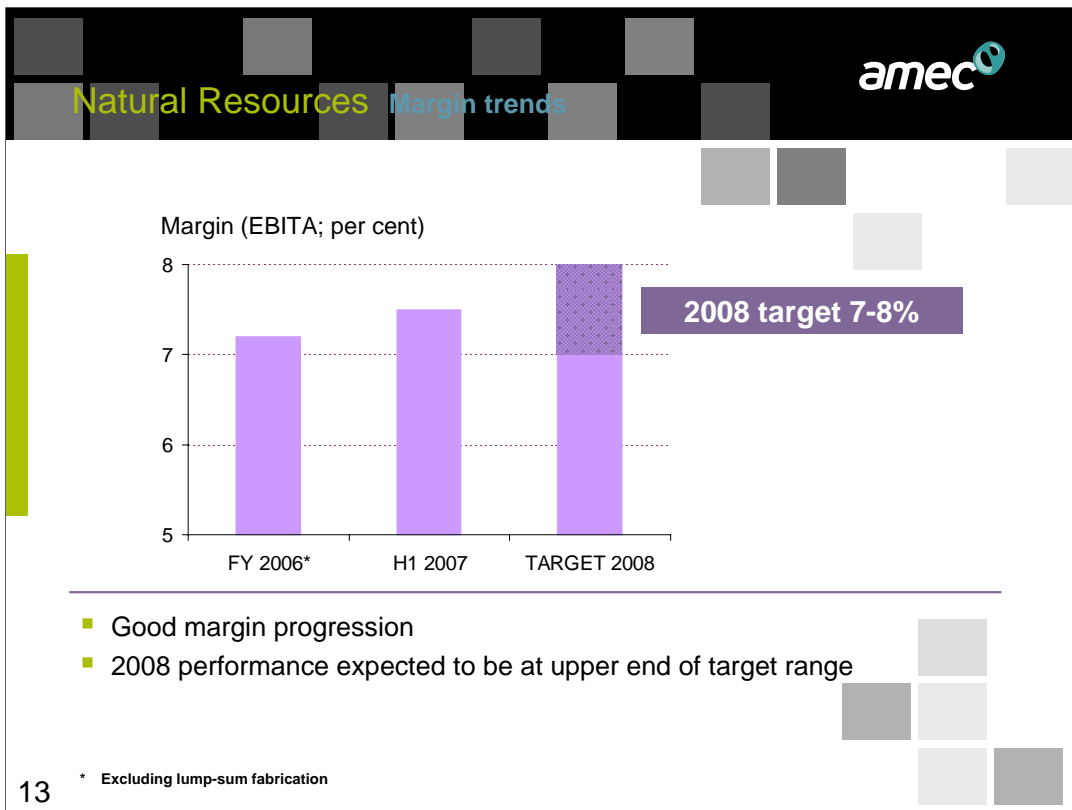
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				amec	
		Natural Resources Results			
£ million	2007	2006			
■ Revenue	498.4	385.6*	+29%		
■ EBITA	37.2	26.7*	+39%		
■ Margin	7.5%	6.9%*	+0.6pts		
■ Average employees	7,950	6,750	+18%		
■ Net assets	57.5	71.3	-19%		
■ Order book	1.14bn	1.03bn	+11%		
<ul style="list-style-type: none"> ■ Strong performance across all areas of activity ■ Continued growth in order book 					
<p>* Excluding lump-sum fabrication</p>					

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Power and Process Results

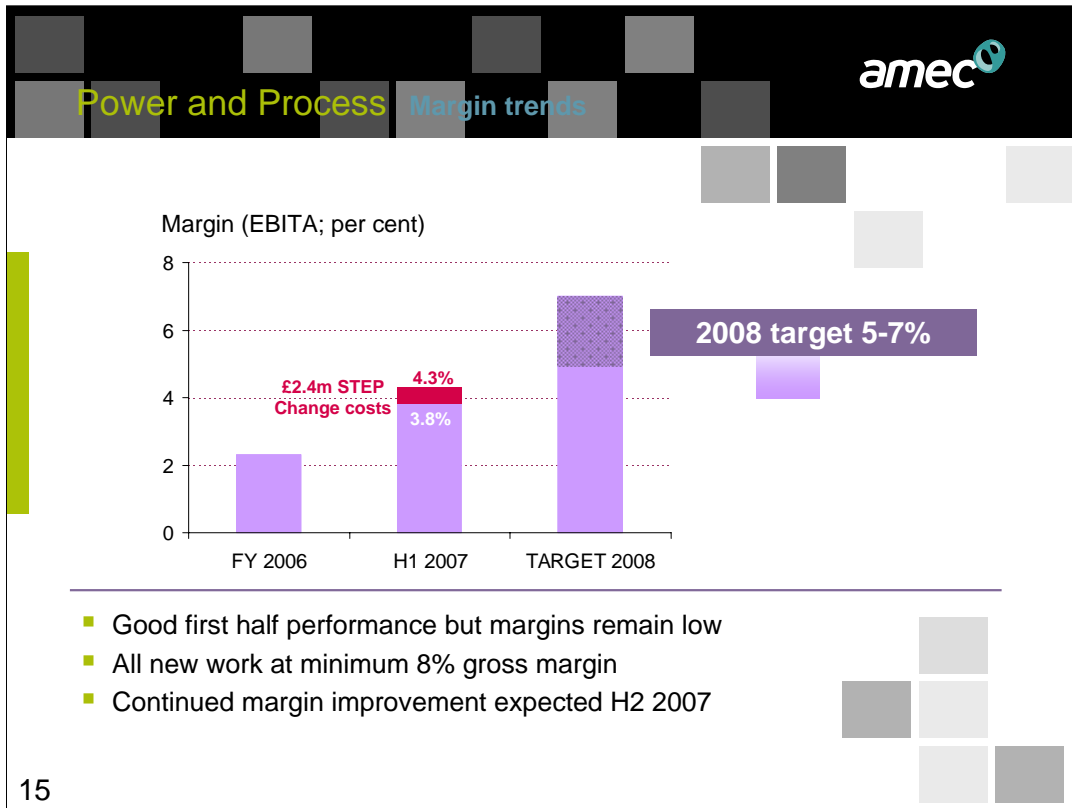
£ million	2007	2006	
■ Revenue	492.3	366.0	+35%
■ EBITA	18.6	10.1	+84%
■ Margin	3.8%	2.8%	+1.0pts
■ Average employees	6,150	4,925	+25%
■ Net liabilities	(39.1)	(55.2)	+29%
■ Order book	1.27bn	1.44bn	-12%

- Strong growth in UK and Americas Industrial
- Good margin growth
- 2008 focus on margin rather than revenue
- Planning approval for 23MW wind project – now subject to court challenge



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Earth and Environmental Results

£ million	2007	2006	
■ Revenue	140.1	151.6	-8%
■ EBITA	8.9	6.7	+33%
■ Margin	6.4%	4.4%	+2.0pts
■ Average employees	3,175	3,100	+2%
■ Net assets	36.5	19.0	+92%

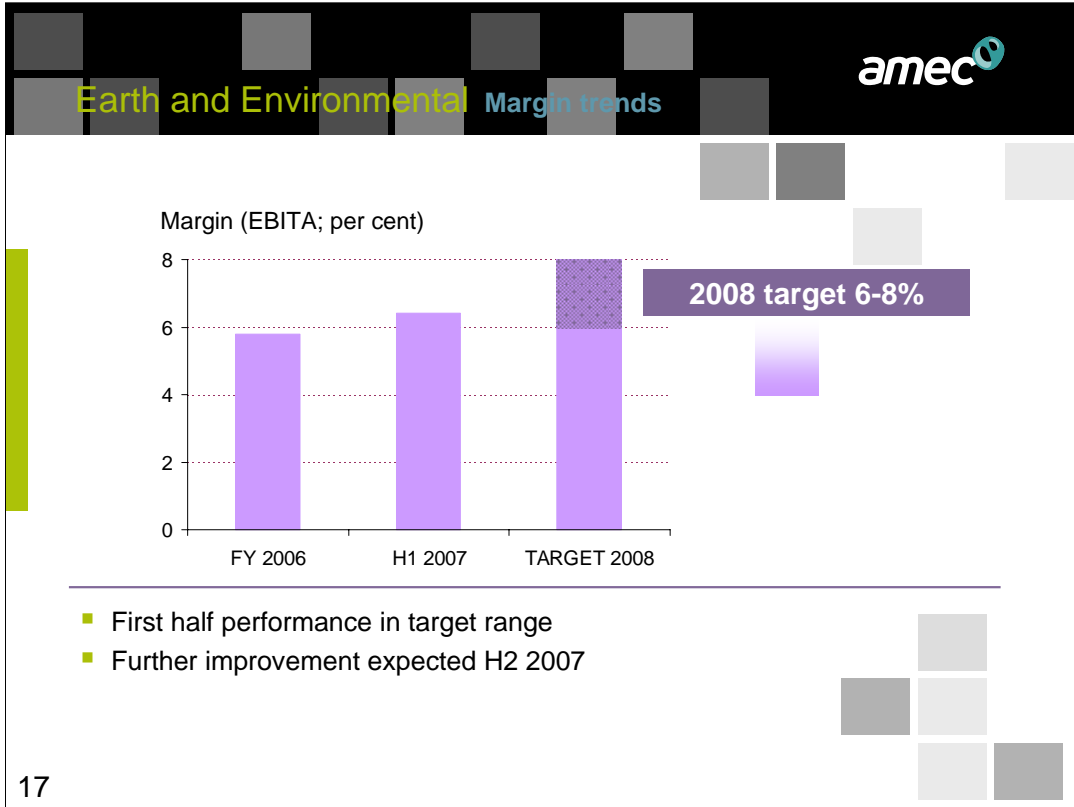
- Revenue up 4% at constant currency
- Performance strong across the business

Currency weakness impacts results



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Investments and other activities Results

£ million	2007	2006	
■ Revenue	31.2	59.5	-48%
■ EBITA	0.3	(2.2)	-
■ Margin	1.0%	(3.7)%	-
■ Average employees	350	475	-26%
■ Net liabilities	(117.3)	(109.4)	-7%


Segment includes

- Past activities in:
 - Rail: now sold
 - Hong Kong/US construction: all projects completed
- Ongoing activities in Korea and support services in the UK
- Litigation provisions; indemnities arising on sale of SPIE
- FY 2007 profit will be significantly below prior year



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Notes


Corporate and administration costs 

Corporate costs

- H1 2007 £21.3 million (H1 2006: £10.3 million)
- H1 2007 includes: one-off STEP Change costs c.£7 million
impact of share-based payments c.£3 million


Administration costs

- 8.7% of revenue (H1 2006: 9.1%)



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Abridged cash flow

£ million


Total net cash as at 1 January 2007	387
Proceeds from disposals	45
Acquisitions	(6)
Tax, dividends and interest	(13)
Trading cash flow	48
Shares issued	9
Share buybacks	(15)
Total net cash as at 30 June 2007	455
Adjust for businesses now discontinued	(11)
Net cash on the balance sheet as at 30 June 2007	444

- Cash well ahead of profit

Good cash management

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Cash

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- Average weekly net cash to 31 July 2007 **c.£350m**
 - Ahead of expectations
- Expected average net cash FY 2007* **c.£400m**
 - Interest benefit several million

- Expected net cash post divestments at 31.12.07* **c.£600m**

* Assuming disposals complete as expected and excluding further share buybacks



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Capital structure

£ million


■ Expected net cash post divestments*	c.600
■ Share buybacks Q4 2007 and beyond	up to (85)
■ Advance cash/other factors	c.(100)
Available cash	c.400
■ Current internal debt ceiling c.2x EBITDA	c.200
Available resources*	in excess of £600m

Well positioned to make acquisitions

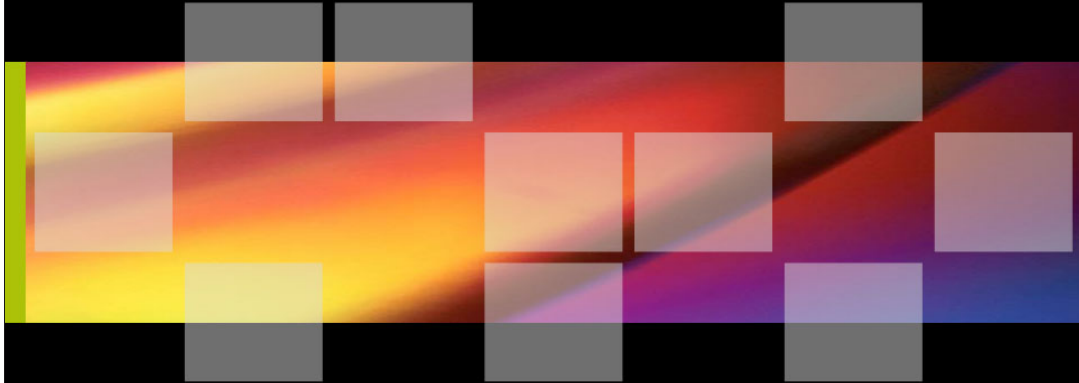
* Assuming disposals complete as expected

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Delivering performance and value



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Interim results 2007
Samir Brikho
Chief Executive

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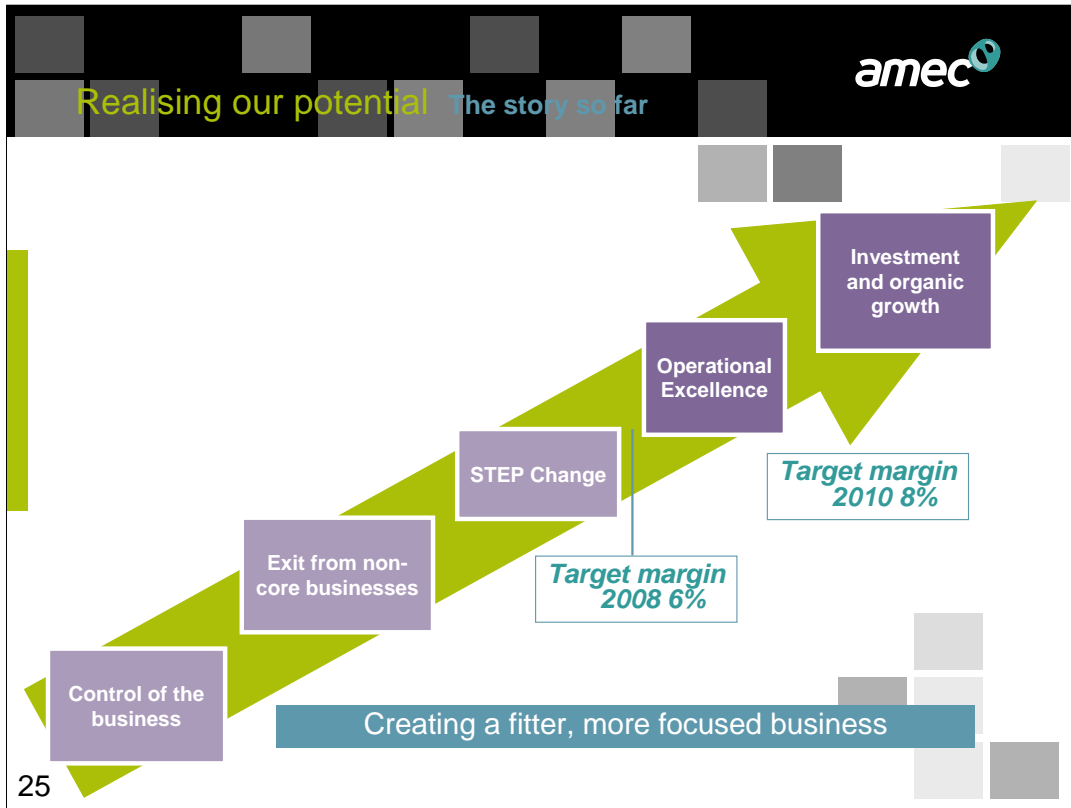


Delivering performance and value


- **What's happened?** Promises delivered
- **What's next?** Profitable growth
- **Interim results 2007** Strong performance

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Notes



Control of the business Achieved


- **Operations** Increased efficiency
- **Profit to cash conversion** Cash well ahead of profit
- **Legacy issues** Good progress

Proven record of delivery



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Divestments programme Effectively complete

Building and Civil Engineering/Property Developments	SOLD
Five peripheral businesses	SOLD
Building and Facilities Services	SOLD
	completion expected September 2007
Project Investments	SOLD
	completion expected October 2007

Expected cash proceeds* 2007 £340 million



* Before tax and costs; assumes all major consents received

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Notes



- Commenced 26 October 2006
- Completed 5 September 2007
- FY 2007 costs £16m
- FY 2007 net benefits* £7m
- 2008 benefits* at least £40m

Clear objectives
Ahead of schedule
Lower than £18m expected in March 2007
Better than initial expectations
Above commitment of £35m in March 2007

All commitments delivered

* As compared with 2006 baseline



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Delivering performance and value

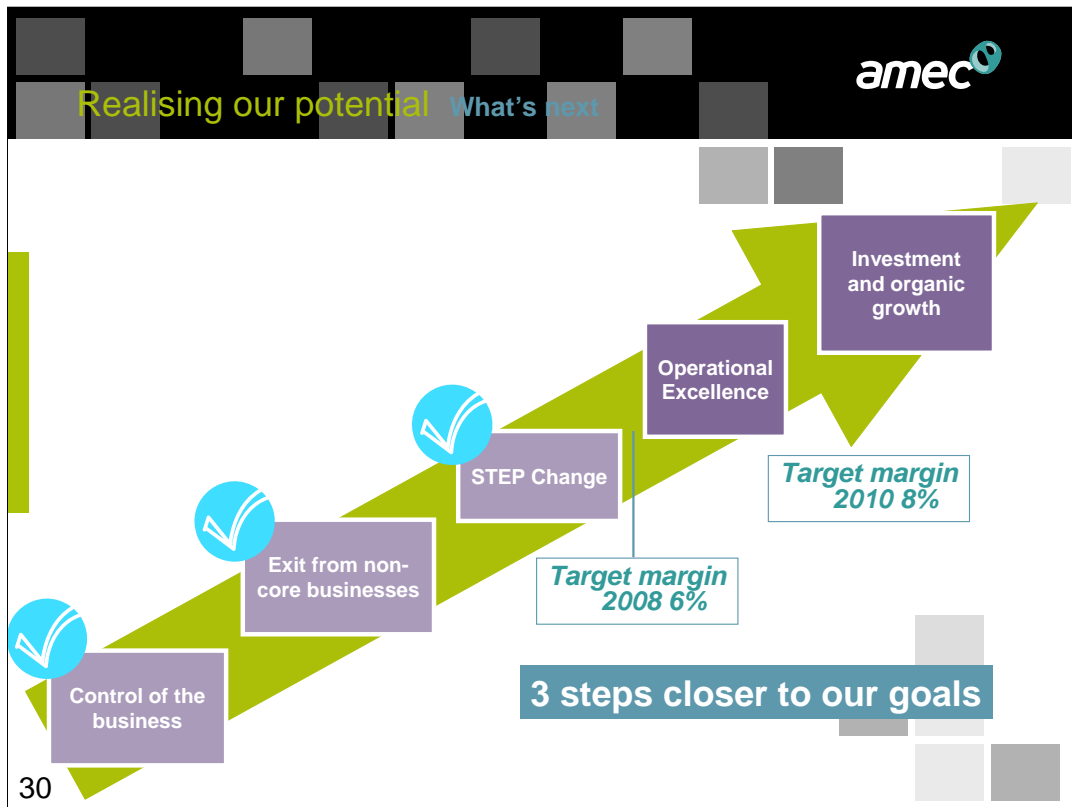
<ul style="list-style-type: none"> ■ Pre-tax profit* £48.2m ■ Margin before STEP Change costs 4.7% ■ Profit to cash conversion 	<p>up 127%</p> <p>up 1.7pts</p> <p>Cash well ahead</p>	
<ul style="list-style-type: none"> ■ Legacy issues 		<p>Good progress</p>
<ul style="list-style-type: none"> ■ Interim dividend 4.6p per share ■ Aim to rebuild EPS dividend cover to >2x ■ Resuming share buyback programme 		<p>up 10%</p>

Record performance in all three core divisions

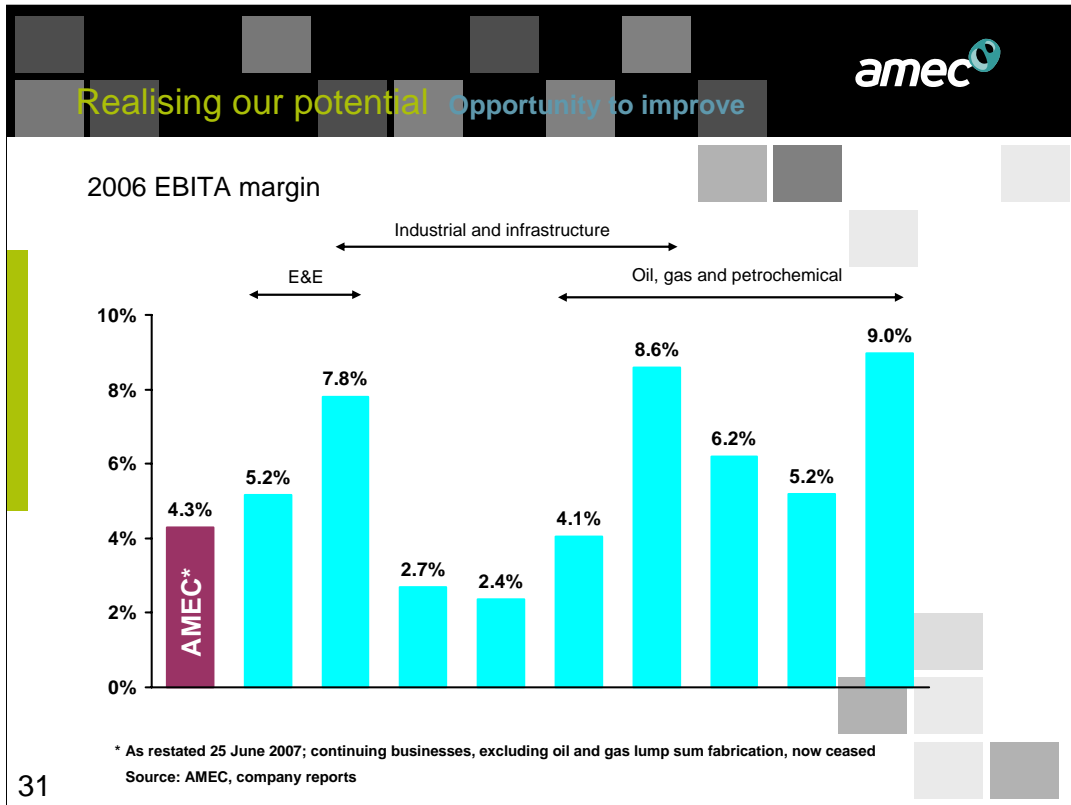
* Before exceptional items and intangible amortisation

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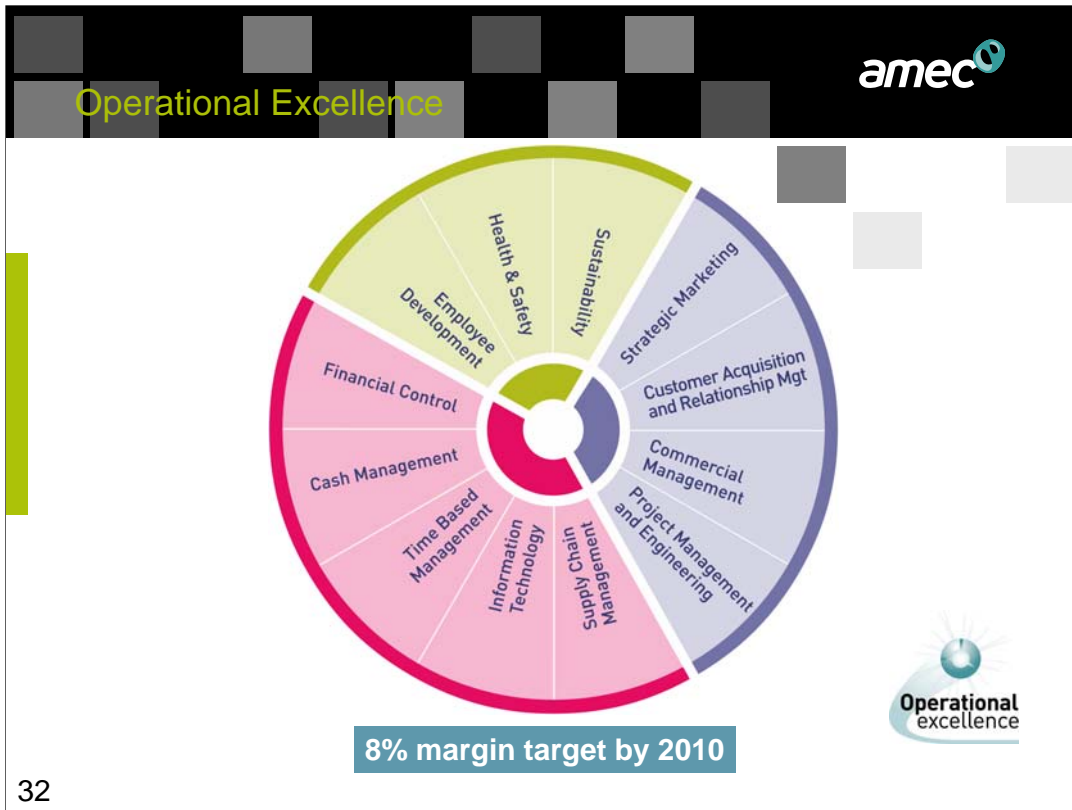
Notes




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Notes



End markets are strong Natural Resources **amec**

Oil and Gas Services

"Strong activity in the oil sector on the back of high prices, strong demand and low additional capacity upstream and downstream"
FT, 29 August 2007

"Suncor Energy Inc. yesterday filed a regulatory application for plans to expand the company's oil sands mining operations."
Suncor Energy, 31 July 2007

Oil Sands

Minerals and Metals Mining

"As we look ahead, we expect the next five years to be the greatest in our history."
Bill Doyle, PotashCorp President and CEO, 26 July 2007

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Notes

End markets are strong Power and Process

UK Industrial

“Investment in our existing businesses will remain a key focus. This year (2006/7) we invested £2.3bn and in the six years to March 2012 we expect our investment in electricity and gas infrastructure to total over £14bn.”

National Grid plc, 17 May 2007

US Industrial

“We now plan to grow TXI's annual cement production from today's 5 million tons to almost 8 million tons in a little over three years.”

Mel Brekhus, Chief Executive Officer, TXI, 12 July 2007

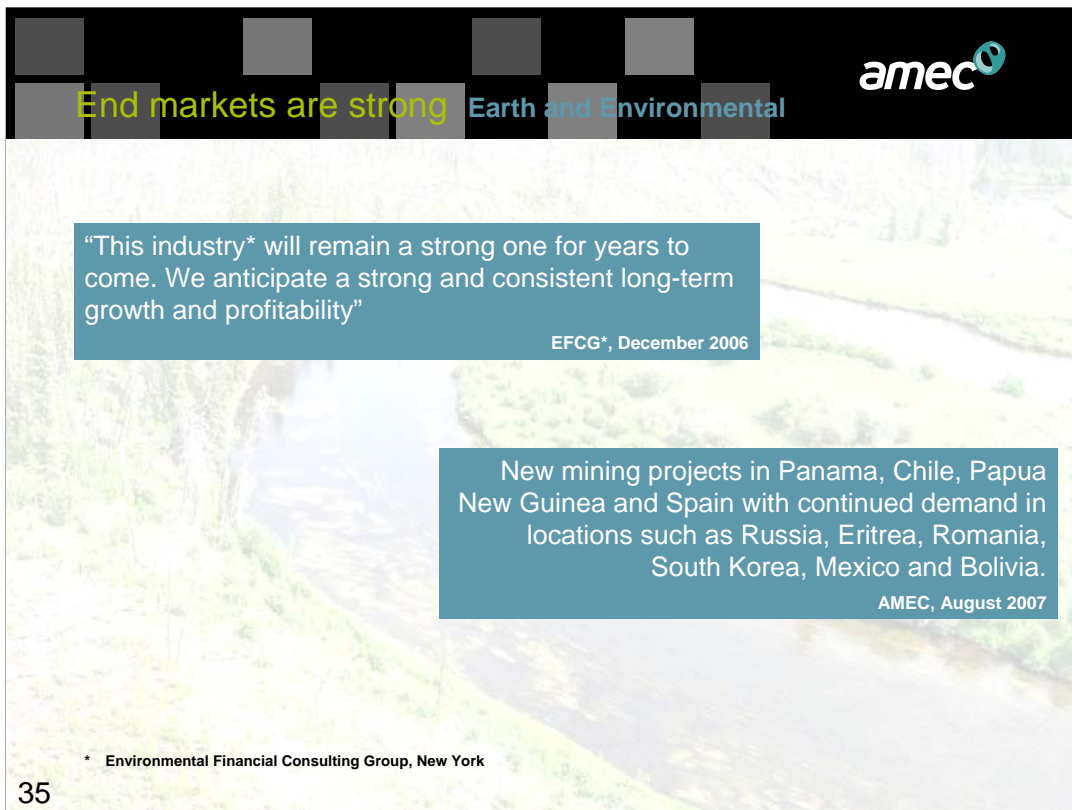
Nuclear


A report from the United Nations Framework Convention on Climate Change (UN FCCC) states that more investment in nuclear energy will be needed as part of efforts to return greenhouse gas emissions to current levels by 2030.

UN FCCC, 31 August 2007

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Notes



End markets are strong Earth and Environmental 

“This industry* will remain a strong one for years to come. We anticipate a strong and consistent long-term growth and profitability”
EFCG*, December 2006

New mining projects in Panama, Chile, Papua New Guinea and Spain with continued demand in locations such as Russia, Eritrea, Romania, South Korea, Mexico and Bolivia.
AMEC, August 2007

* Environmental Financial Consulting Group, New York

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Notes

Investment priorities

Oil and Gas

- Grow services related to core activities
- Enter in-situ oil sands
- Capacity and geographic expansion

Minerals and Metals Mining

- International expansion
- Capacity expansion

Earth and Environmental

- Grow services related to core activities
- Complementary offerings
- Capacity and geographic expansion (domestically and abroad)

Nuclear


- Entry into UK Tier 1 decommissioning market
- Interest in nuclear defence capability

- Greater emphasis on investments following 2007 restructuring
- Focus on creating value

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Notes

Outlook 2007




- All end markets remain strong
- Stronger than expected trading performance
- Year-end net cash expected to be c.£600m
- £5m increase in the board's overall expectations for pre-tax profit before intangible amortisation and exceptional items

AMEC is well prepared for the next phase of its development



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Delivering...

Performance *and* value

What's happened?

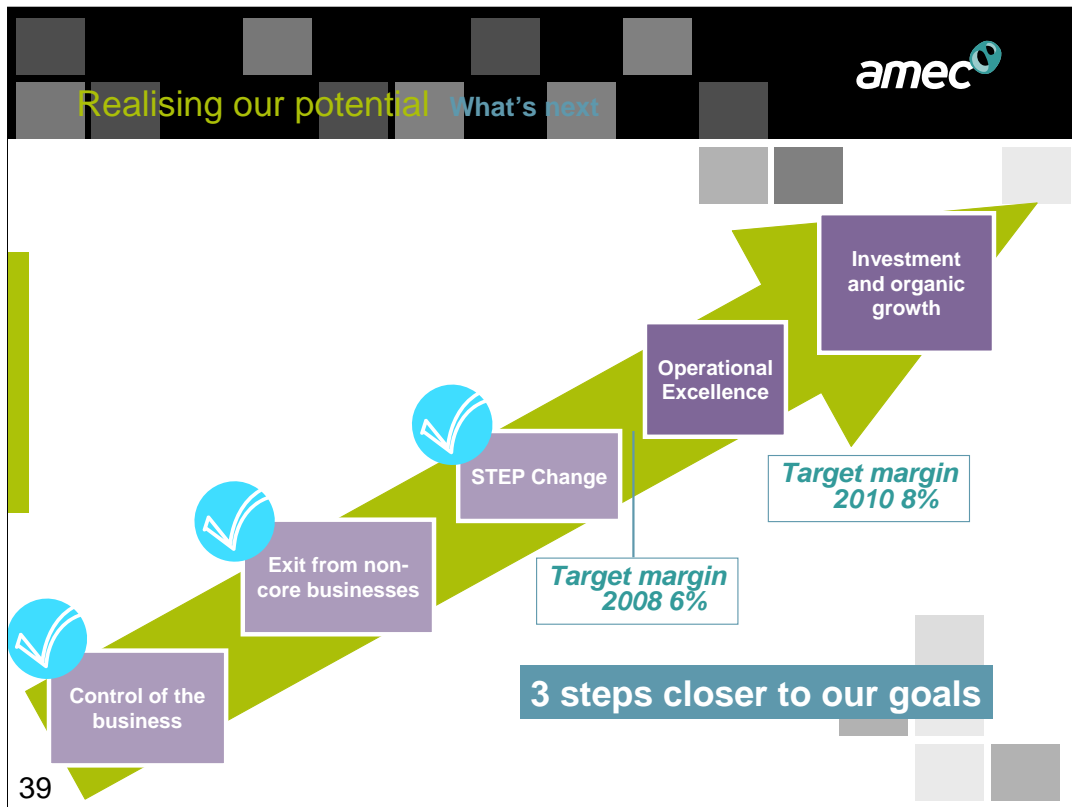
▪ Businesses under control	Now proven
▪ Legacy issues	Good progress
▪ Non-core divestments	Effectively complete
▪ STEP Change	All commitments delivered

What's next?

▪ Operational Excellence	Confidence in achieving targets
▪ Organic growth	All end markets remain strong
▪ Acquisitions	Well placed

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