

AMEC plc TD Securities Engineering & Construction Conference

Simon Naylor - President, Natural Resources Americas 28 March 2012



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AMEC today Key facts



FTSE 100 company

Sector classification

Revenue

Employees

Locations

Net cash

Customers include

Market cap* c. \$6.0 billion

Oil equipment and services

c. \$5.2billion

over 27,000

over 40 countries

c. \$827million

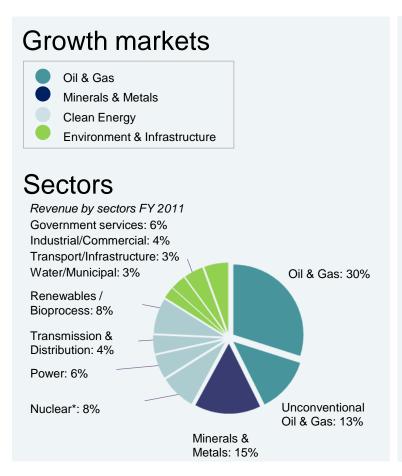


Focused on delivering high-value services in core markets

^{*} Market Cap on 20 March 2012 using exchange rate £1 =C\$1.57

AMEC today A balanced portfolio



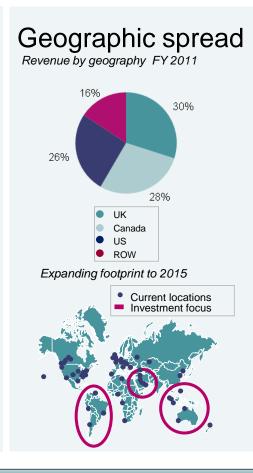


High-value services

- Consulting
- Engineering
- Project and construction management
- Supply chain management

Low risk business model

- Services across asset life
- Asset light
- Cost-plus / reimbursable contracting style
- Capex/Opex mix



Positioned to deliver excellence to our customers

^{*} Does not include the 'equity accounted' Sellafield decommissioning contract

AMEC today 2011 financial highlights



C\$ million	2011	2010	
Revenue	5,187	4,728	+11%
■ EBITA*	476	431	+12%
EBITA margin	9.2%	9.1%	+10bps
Operating cash flow**	425	351	+22%
Profit before tax*	495	449	+11%
Earnings per share***	112c	100c	+13%
Dividend per share	48.5c	42.5c	+15%
Average no. of employees	25,757	21,973	+17%
Order book	5.9bn	4.9bn	+18%

Strong group performance

AMEC plc's reporting currency is GBP and while the figures shown are in Canadian dollars, the percentage increases/decreases are based on the GBP figures

^{*} Before exceptional items but including joint venture EBITA and interest where appropriate

^{**} Cash generated from operations before exceptional items and discontinued operations, legacy settlements and the difference between pension payments and amounts recognised in the income statement, but including dividends received from joint ventures

^{***} Diluted for continuing operations, before amortisation and exceptional items

AMEC today Well positioned for 2012



- Revenue growth in 2012
 - Double digit underlying growth
 - Boosted by acquisitions
- Margins modest reduction
 - Underlying margins stable
 - Business mix and increased procurement dilutive
- Financial strength
 - Acquisitions pipeline strong
 - Share buyback programme
- Delivering Vision 2015 target ahead of schedule
 - Customers, people, growth

Delivering EPS >100p before 2015

Customers Strategy applied across four markets



Oil & Gas **Minerals & Metals** Recognised Integrated services for delivering Delivery excellence complex, challenging **Clean Energy** projects **Environment & Infrastructure**

Same customer requirement across core markets

Customers Suite of integrated services



Kearl project, Imperial Oil



Various projects, Newmont Mining Corp



Leveraging One AMEC

- AMEC services: KIP (pre-feasibility, FEED package and detailed design -EPCM phase); KEP (detailed design engineering and procurement)
- Integrated approach involving Calgary, Houston, Toronto, Vancouver

Multi-disciplinary approach

- One of world's largest gold producers
- AMEC working on projects in Ghana, Indonesia, Peru, US
- AMEC's mining services include: mining consulting services (environmental and social, water resources, geotechnical, ore resource estimation, mine planning and feasibility studies) and EPCM services across open pit and underground mining

Sellafield Ltd, NDA



Programme management expertise

- Largest decommissioning project in world, complex site with significant challenges
- Industry critical New Build dependent on how well nuclear legacy is managed
- Tier 1 position (NMP) to programme manage Sellafield site

Recognised for delivering complex, challenging projects

Customers

Common approach drives excellent delivery



GoCell project, Sappi



GDF SUEZ



Collaborative approach

- Project located at Sappi's Ngodwana mill, Mpumalanga, South Africa
- Involves reconfiguring existing production lines to produce chemical cellulose
- AMEC providing EPCM. Combined Vancouver and Johannesburg capability (local knowledge + global expertise across markets)

Serving multiple markets

- Canada: awarded 5th wind project for International Power – GDF SUEZ in Canada
- Recently awarded FEED contract for GDF SUEZ E&P UK Ltd's Cygnus gas field development – a significant undeveloped North Sea gas field

Western Range project, ArcelorMittal



Expanding into new markets

- Supporting AMEC client in new region
- Combining global expertise with local market knowledge: feasibility study driven by the Toronto office and supported by operations in Vancouver and Johannesburg

Recognised for delivering complex, challenging projects

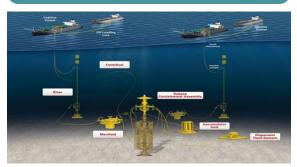
Customers Recognised for technical expertise



Clair Ridge project, BP



MWCS, Marine Well Containment Company



Oyu Tolgoi, Rio Tinto/Ivanhoe Mines



Complex engineering challenge

- Largest development in UK North Sea
- Challenging conditions, harsh environment
- 40 yr life rather than 25 yrs
- AMEC providing EPMS
- Combined team : 600 technical experts

Industry critical project

- Contingency system to safeguard the environment
- Designed to operate in deepwater, in a variety of ocean conditions, for a range of reservoir characteristics
- AMEC designing and delivering components for expanded containment system

Underground mining

- World's largest copper-gold project phase Il underground expansion (9,000tpd)
- Remote, landlocked site, extreme weather, limited infrastructure / water
- AMEC initial feasibility study expanded to 6 projects
- 100+ people (Australia, Canada, Mongolia, US)

Recognised for delivering complex, challenging projects

People Attract, develop, retain



- Successfully recruited in constrained market
 - Group headcount up 17%
- Supported by longer term skills strategy (graduates, trainees, universities and schools)
 - Record number of graduates recruited in 2011 over 250
- Developed and empowered AMEC people to provide excellence consistently
 - AMEC Academy
 - Integrated development programme
 - 21,800 career profiles built

Increasing headcount sustainably is key to growth strategy

Growth

amec

Acquisitions integration – Minerals & Metals

Minerals & Metals: current project portfolio



Pipeline of further acquisitions remains strong

Summary



- Vision 2015 strategy is delivering results
 - Strong customer relationships
 - Recognised for delivering complex, challenging projects
- Priority for 2012
 - Integrated services
 - Deliver excellence
 - Growth organic and via acquisition
- Move to a more efficient capital structure
- Delivering Vision 2015 target ahead of schedule

Priorities are excellent delivery and growth



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Questions



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