

AMEC Power and Process Nuclear

Capital markets seminar
11 December 2008

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Notes

Agenda



The global market

- Nuclear energy cycle
- Market drivers
- Current position

Our markets and services

- Customers and partners
- Differentiators
- Resources

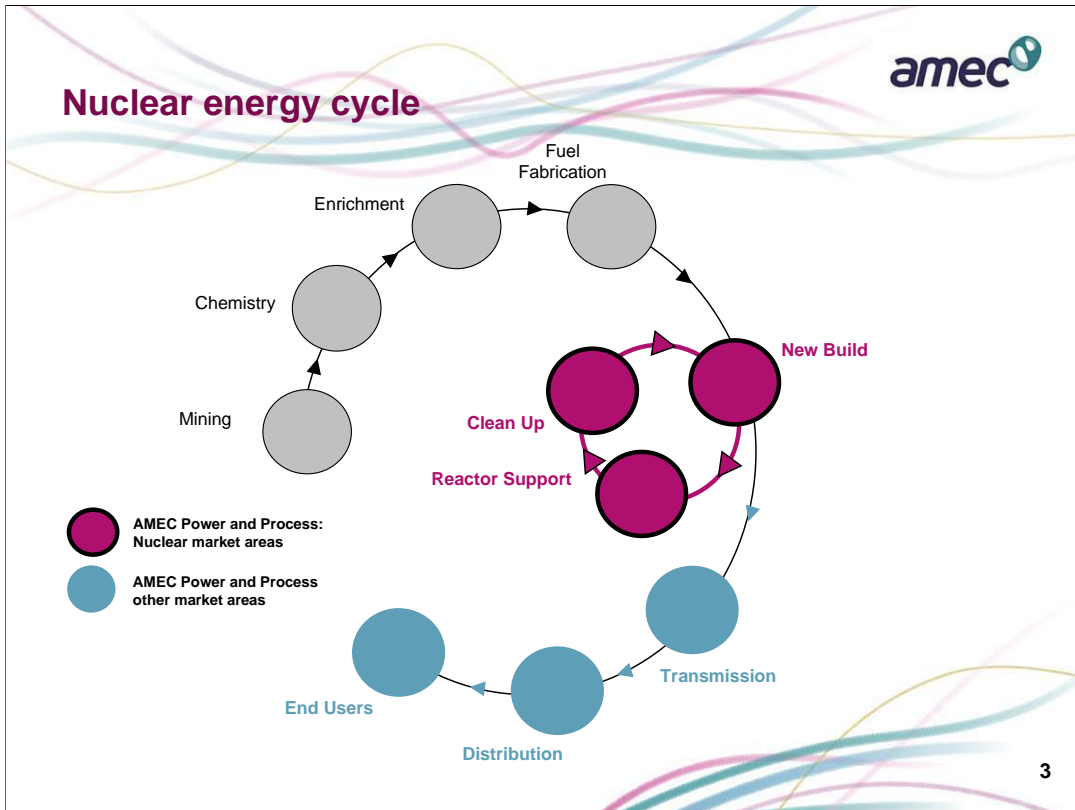
Vision and strategy

- Organic growth and acquisitions



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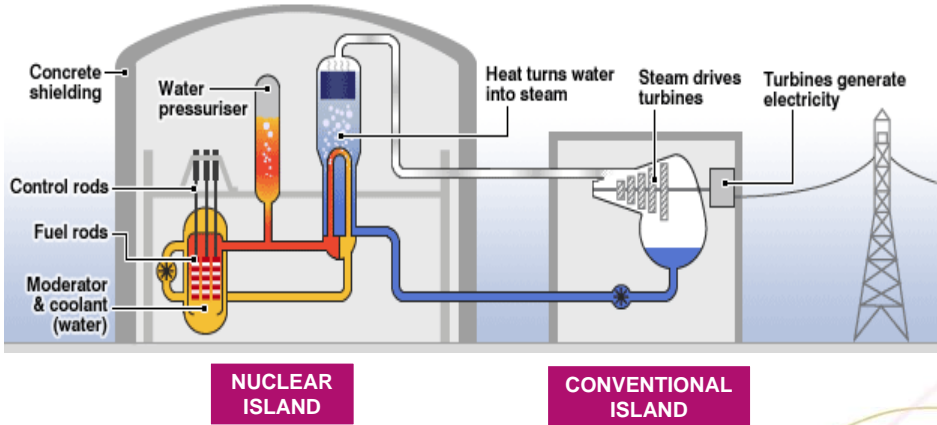
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How a nuclear power plant works

PRESSURISED WATER REACTOR



Source: BBC news website

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Global nuclear market

- Worldwide demand for electricity to double by 2030
- Nuclear power capacity could double by 2030 adding c.300 new reactors
- 440 power plants currently operational globally, with approx 25% of those operating and future planned in AMEC's countries of operation
- Some 250 reactors anticipated to shut down in the next 15 years

“Global warming is now advancing so swiftly that only a massive expansion of nuclear power as the world's main energy source can prevent it overwhelming civilisation”

James Lovelock, Pioneer of the Green Movement, 2006

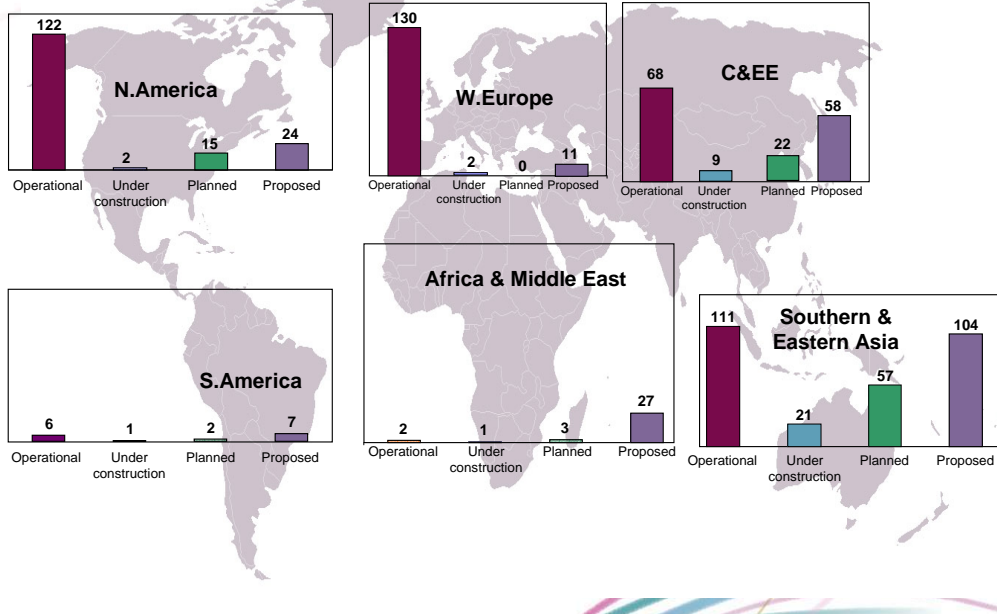
A new and long term upward cycle of investment

Sources: IEA; IAEA; WNA

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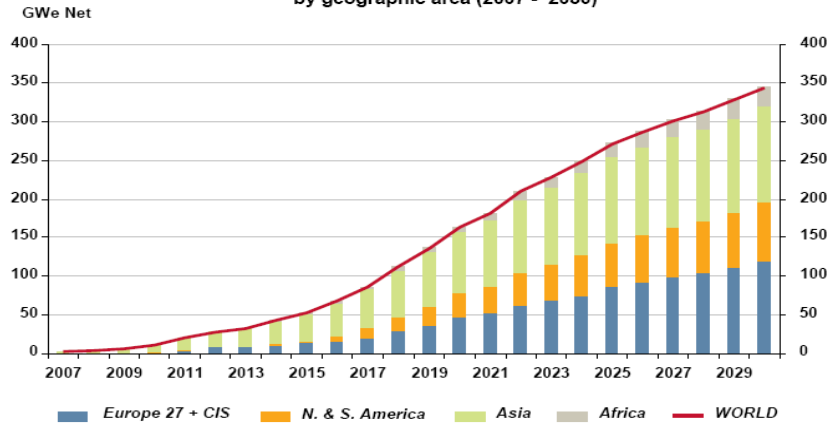
Global nuclear market place



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Future new build profile

New installed nuclear generating capacity after 2006
by geographic area (2007 - 2030)



c.300 new reactors forecast to be built over the next 20 years

Source: AREVA estimate

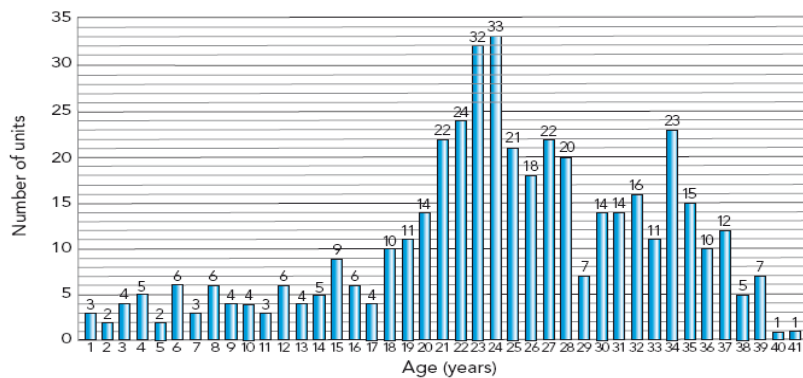
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Maintaining and extending the life of the existing fleet



Number of operating reactors by age
(as at 7 January 2008)

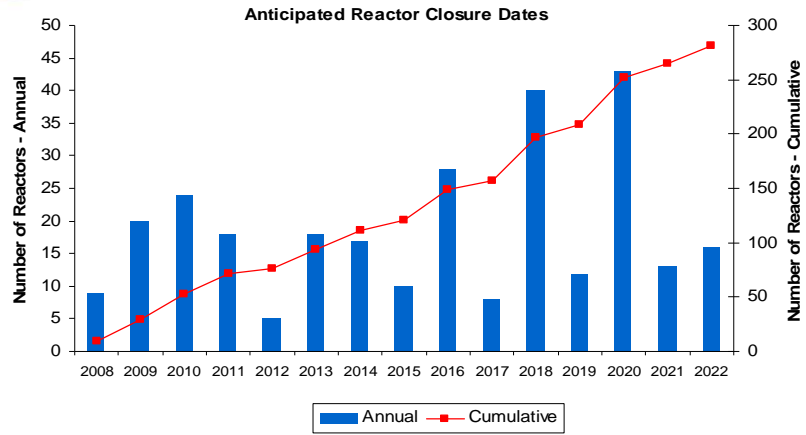


Note: The age of a reactor is determined by its first grid connection.
Source: IAEA (2008a).

More than 40% of the fleet are more than 25 years old

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Clean Up – Completing the life cycle



Some 250 reactors are anticipated to close in the next 15 years

Source: WNA & AMEC

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Business models have changed as the industry has evolved

- Business models for the delivery of major projects have changed in the 40 years since the last major period of new build
- Nuclear utilities now have significantly more technical capability than in the 1970s and will choose a project model that is appropriate for their internal capability and view on risk management
- Governments are seeking to proactively deal with legacy liabilities

AMEC's 50 year heritage offers a unique capability

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AMEC - Key market segments served

NEW BUILD



- Licensing and Regulatory Support
- Programme Management
- Engineering and Safety Support

REACTOR SUPPORT



- Lifetime Extension
- Operational Performance
- Reactor Servicing

NUCLEAR CLEAN UP



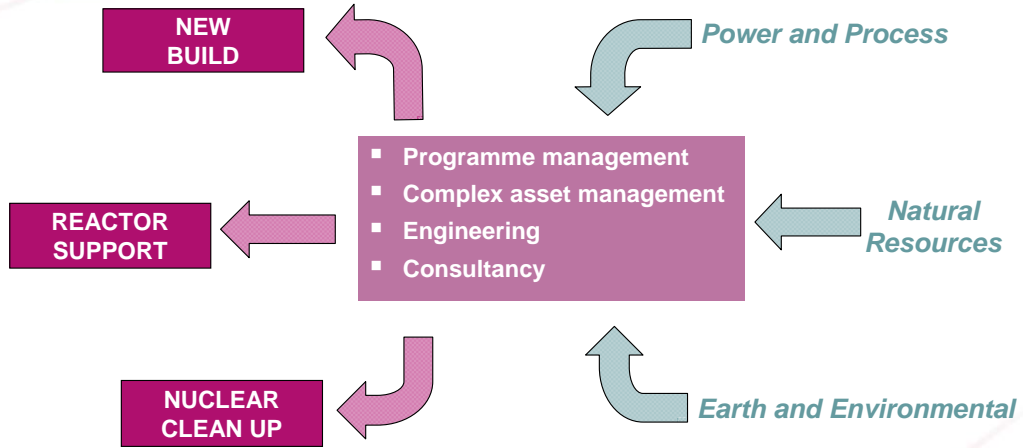
- Decommissioning
- Waste Management
- Environmental
- Radiological

Life of asset management

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AMEC - delivering in the nuclear market



Leveraging AMEC's global capability

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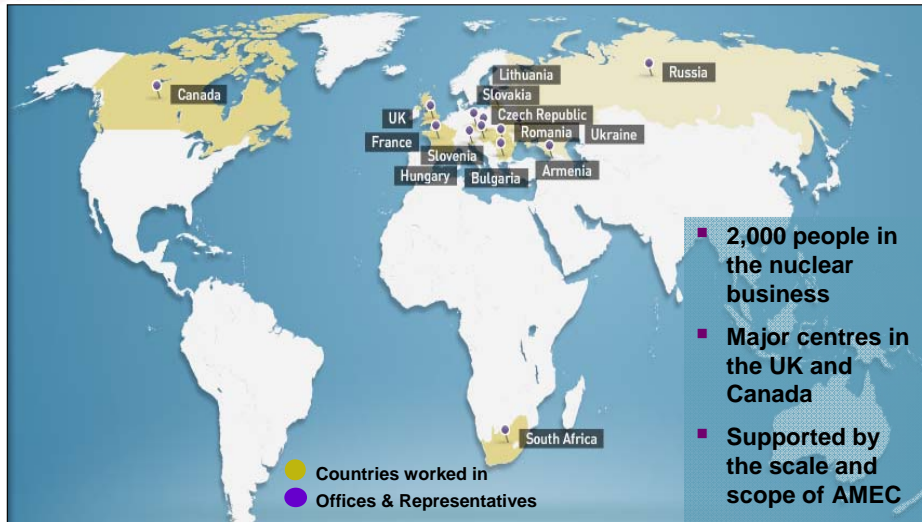
AMEC differentiators

- Strong safety culture
- Unique combination of nuclear capability with a proven expertise to deliver major projects and programmes in many parts of the world
- In depth, expert knowledge of reactor designs and nuclear issues - original architect engineer capability
- Breadth of capability across the project lifecycle
- Local presence
- Culture of treating 'customers assets as if they are our own'
- Long-term customer relationships

A leading market position through size and depth of capability

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Nuclear: AMEC's international presence



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Relationships with world class customers and partners



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Delivering our vision



Our progress so far...

New Build

Establish AMEC as the utilities' independent nuclear technology partner to assure the licensing, delivery and safe operation of the reactor and associated systems

- **Positioned for new build in UK**

Reactor Support

Defend and grow our leading position as the independent nuclear expert for the existing reactors in current geographic markets

- **Delivering Bruce 1&2 restart in Canada**
- **Secured a Technical Support Agreement with British Energy**

Clean Up

Establish AMEC as a major UK nuclear clean up contractor (Tier 1) and long term partner to Nuclear Decommissioning Authority. Pursue international growth priorities.

- **Awarded the Sellafield PBO contract**
- **Acquired AllDeco**

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Summary



- Strong and growing market
- AMEC is well positioned to benefit
 - Size and capability
 - Strong customer relationships
 - Changing industry fundamentals
- Significant opportunities to grow
 - Leverage across the AMEC group
 - International development



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