

Positioned for Growth

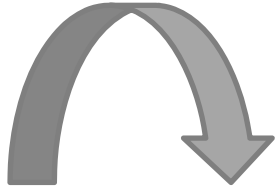
Analyst breakfast seminar

10 February 2011

Plan Design Enable



Progression



People **c.18,000**

Group Executive

Organisation

DES H&T Rail ME C&E MPS AM

Revenue

- UK
- Europe
- Middle East
- Asia Pacific
- North America

2008

People **c.18,000**

Strategy Group

Organisation

UK NA ME AP &E Energy

Revenue

- UK
- Europe
- Middle East
- Asia Pacific
- North America

2011

We continue to focus on quality

What we do

Plan, Design, Enable

What we want to be

The World's Best Infrastructure Consultancy

Our strategy

Multi-skill, multi-local

Planned actions are working

ATKINS

	Action	Example	Group actions
UK	Repositioning for ongoing market challenges	Redeployment	Carbon tools
			+
North America	Platform for growth	PBSJ acquisition	Network chairs
			+
Middle East	Geographic expansion and sector diversification	Successfully adding skills	Process enhancements
			+
Asia Pacific and Europe	Improving quality and margin	Bridge engineering acquisition	Skill transfer
Energy	Investing for growth	Nuclear JV with Assystem	

UK

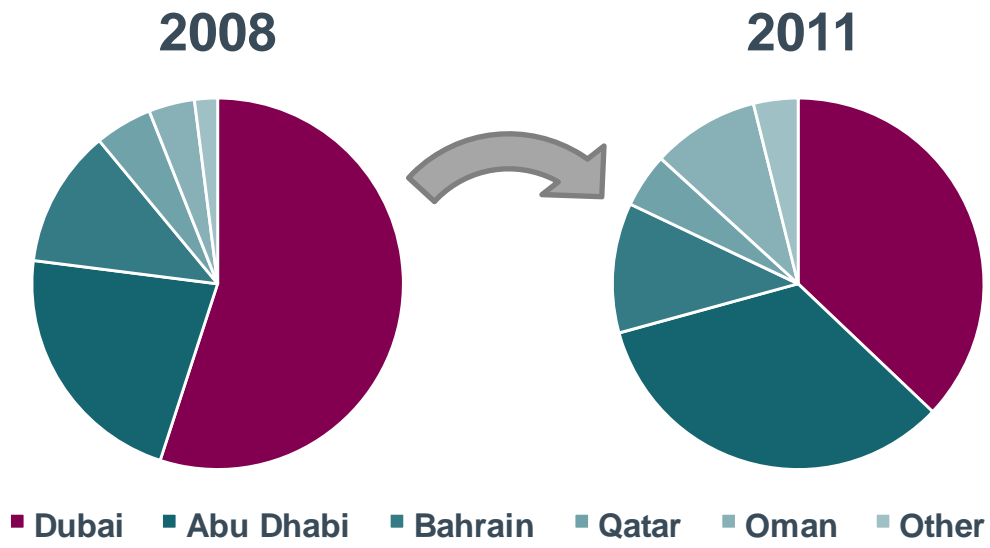
Repositioning for ongoing market challenges

- Navigating the downturn with long-term actions
 - Managed 'above the line' with significant redeployment of skills
 - Around 600 staff in Bangalore supporting UK activity – up nearly 300 since 2008
- Net reduction in UK staff numbers of more than 2,000 since 2008
 - Circa 2,000 redeployed around the Group in the same period

Middle East

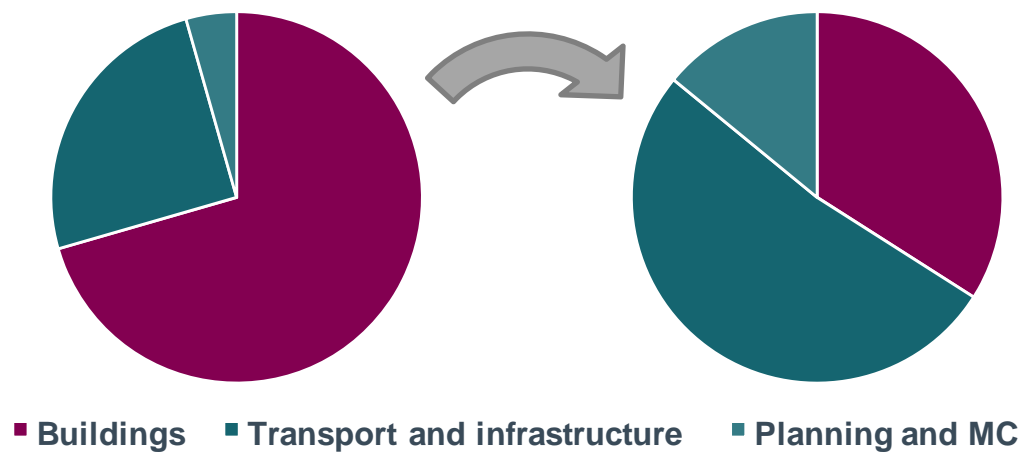
Geographic expansion and sector diversification

Geographic expansion



Now more than 60% outside Dubai

Sector diversification



Now more than 65% infrastructure and planning

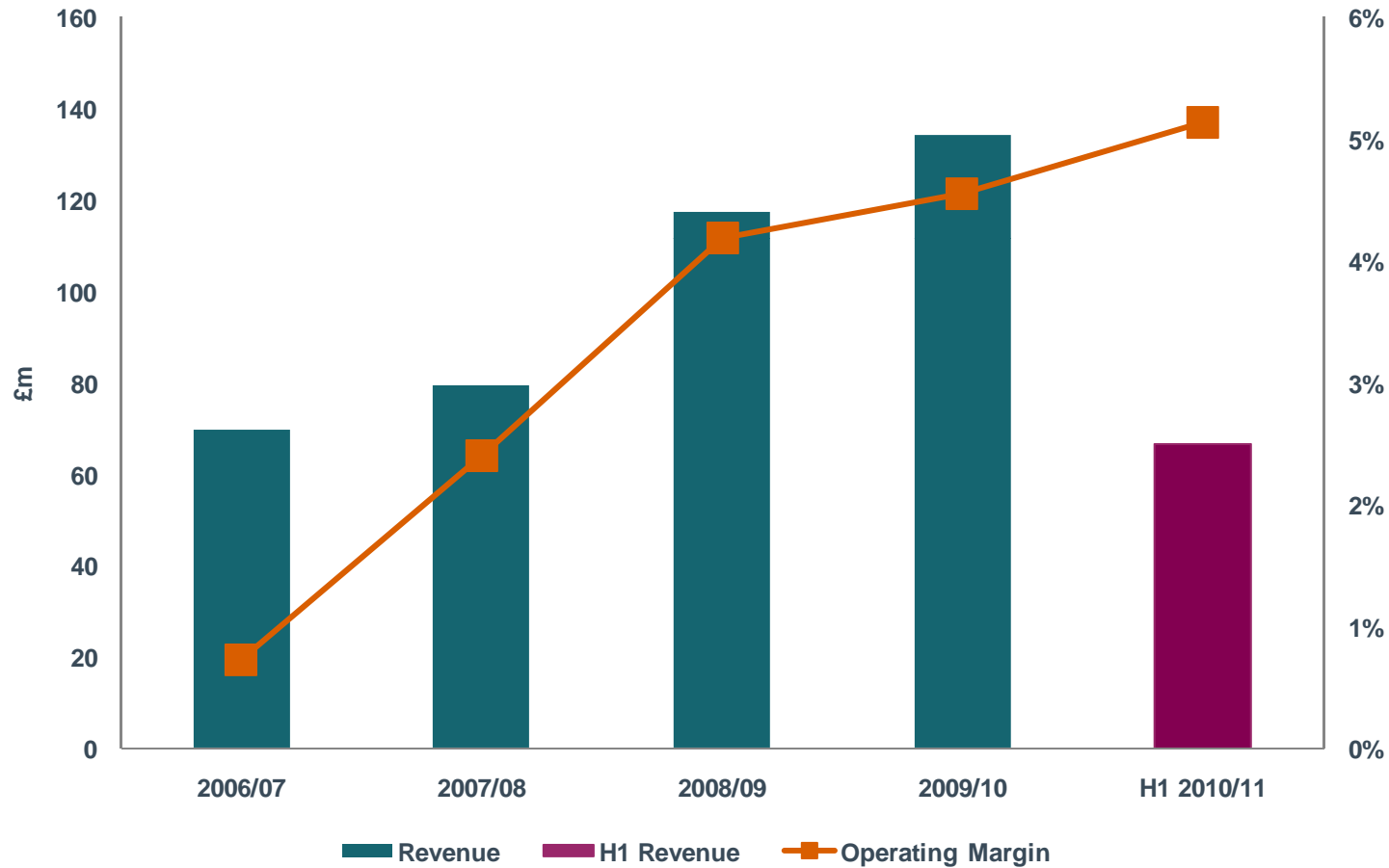
Middle East

Future growth

- Economies returning to normal
- Shift from 'private sector real estate creating demand' to 'planned infrastructure investment'
- Investment over the last two years is delivering
 - Jeddah Airport
 - Union Rail
 - Khalifa Industrial Zone Abu Dhabi
- Cash profile is changing with shift from private clients to public sector

Asia Pacific and Europe

Improving quality and margin



Energy

Investing for growth

Nuclear

Nuclear Atkins Assystem Alliance provides strong platform for export nuclear services

Renewables

MoU with Scottish and Southern Energy plc for offshore wind programme

Oil and gas

LNG project wins and continuing demand for integrity management skills

Energy segment has opportunities for significant growth and also provides work for other areas of the Group

North America

Platform for growth

Oil & gas



Faithful+Gould



Cost management

PBSJ



Engineering consultancy

Reported through Energy

North America segment

North America

- Largest economy in the world
- Infrastructure is an area of focus for investment²
- Top 500 engineering firms command a design market of c.\$80 bn¹
 - Transport > \$15bn
 - Water/Environment > \$10bn
 - General Building > \$16bn

Design market c.\$80 bn¹

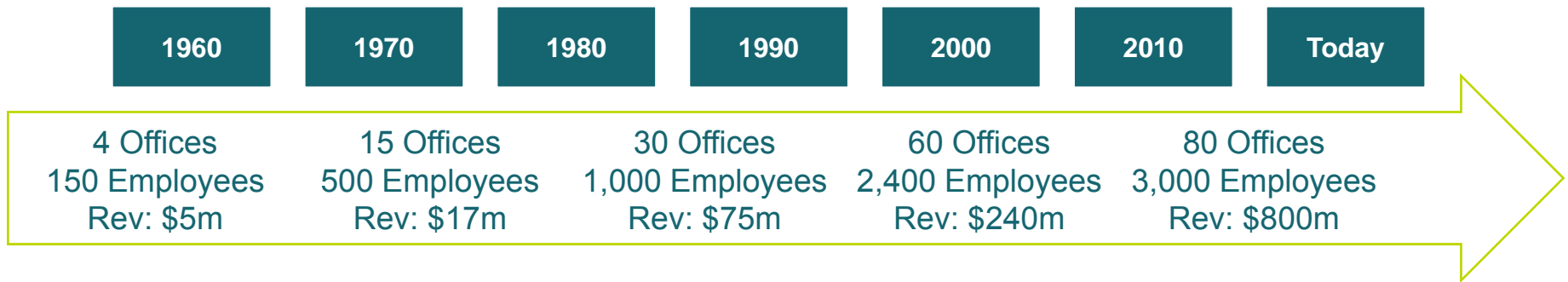


- Transport
- Water/Environment
- General Building
- Power
- Hazardous Waste
- Indus./Petro./Mfg./Telec.

¹ Engineering News Record ("ENR") Top 500 Design Firms in the US had overall design revenue of US\$80.02 billion in 2009 (ENR April 2010)

² "Innovation, Education and Infrastructure" – State of the Union Address 25 January 2011

PBSJ history



➡ Founded in 1960

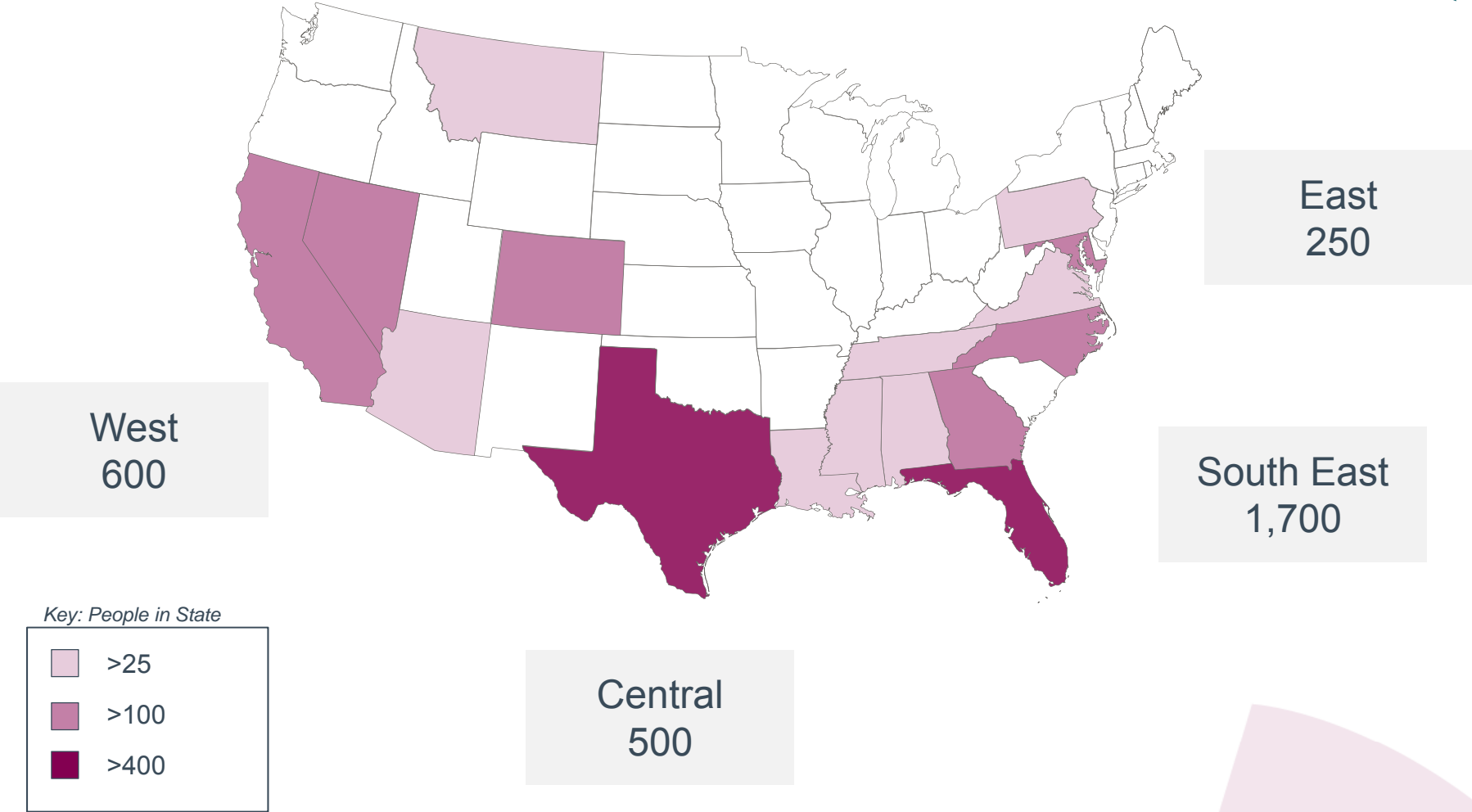
➡ Became Florida's largest consultant, specialising in highways, bridges and water and waste water facilities

➡ Expanded throughout the South East through organic growth in the 1970s and 1980s

➡ Expanded nationally in the 1990s and 2000s through a combination of organic growth and targeted acquisitions

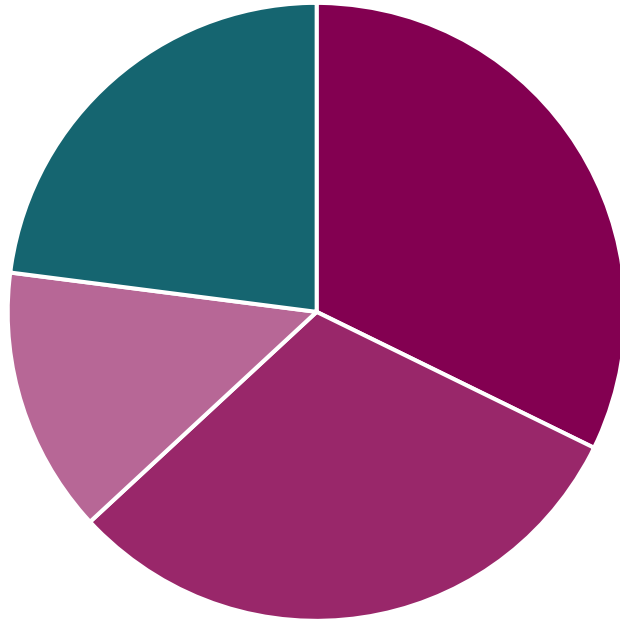
People

Strength in depth in Florida and Texas



Organisation

Revenue



- Transport
- Infrastructure, Water and Environment
- Design and Federal
- Peter Brown

People



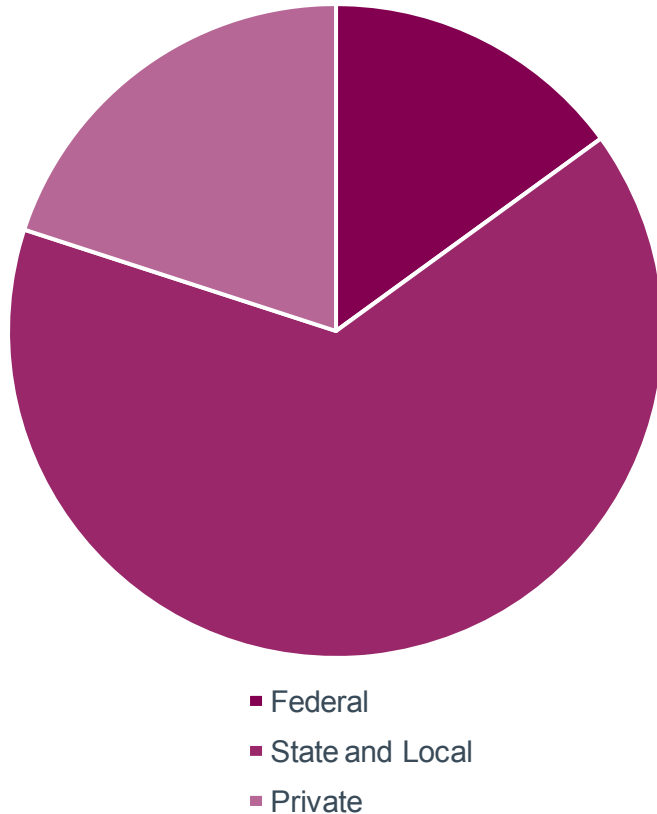
Engineering News Record rankings

Top 500 US Design Firms

Category	Rank
Top Design Firms	28
Airports	14
Bridges/Structures	25
General Building	19
Government Offices	5
Highways	10
Mass Transit and Rail	17
Sanitary/Storm Sewers	8
Sewerage/Solid Waste	16
Transportation	11
Wastewater Treatment	18
Water Supply	14
Water Transmission Lines and Aqueducts	8
Top CM-For-Fee Firms	17
Top Programme Management Firms	23

Clients

Revenue by customer type



Top 5 clients

- Florida Department of Transportation
- US Army Corps of Engineers
- Texas Department of Transportation
- Polk County, Florida
- Federal Emergency Management Agency

Transport

Services

- Surface (Highways)
- Aviation
- Transit
- ITS¹ – “Smart Highways”
- Tolls
- Programme management

Market drivers

- Market generally driven by Federal Funding
- New Congress is likely to pass Highways bill, but at lower funding levels
- More emphasis on toll roads, P-3 solutions, and viable transit projects

Our differentiators

- One of top toll services (electronic fare collection) consultants in the nation
- Long established relationships: general consultant to Florida Turnpike for over 20 years
- Deep technical skills in expanding Federal aviation market
- Wider group experience with contractors and concessionaires that are in or entering the US P-3 market

¹ Intelligent Transport Systems

Infrastructure, Water and Environment

Services

- Environment
 - Siting
 - Permitting
- Water infrastructure
 - Pipelines
 - Water treatment
 - Wastewater treatment
- Integrated water resources
 - Hydrological studies
 - Water supply
 - Flood mapping
- Programme management

Market drivers

- Water shortages (California, Texas, SW, SE)
- Aging infrastructure
- New regulations
- Increasing public pressure to protect environment

Our differentiators

- Strong reputation in integrated water resources (sciences, hydrology, high tech mapping)
- Outstanding relationships with critical, well funded clients
- Deep technical environmental science skills

Design and Federal

Services

- Buildings
- Applied Technology
- Emergency Management
- Geomatics
- Planning
- Programme management

Market drivers

- US Federal Government continues to be the largest Architecture and Engineering client in the world (>\$3bn in annual consulting fees)
- Many opportunities available in non-DOD (Department of Defense) markets

Our differentiators

- Applied Technology Group a centre for innovation applicable across North America
- Emergency response reputation providing expanding opportunities
- Working in 16 USACE¹ Districts
- Planning and programme management skills tailored to specific needs of Federal clients

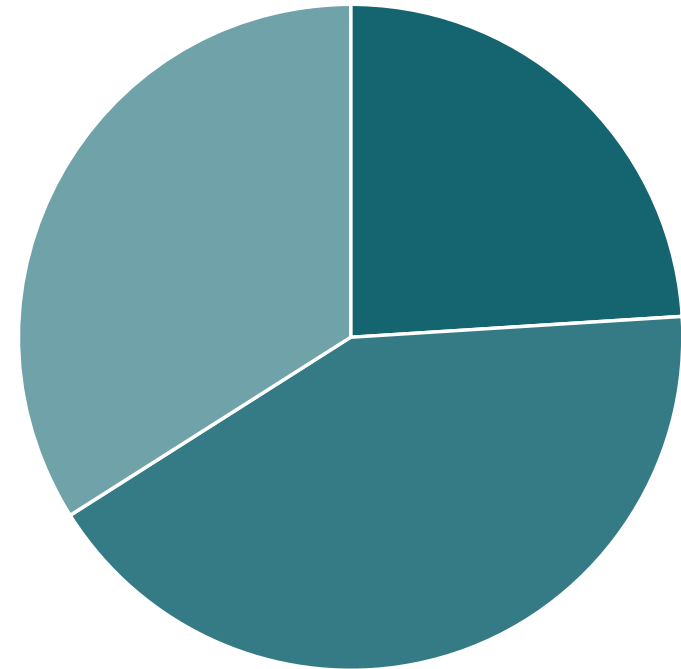
¹ United States Army Corps of Engineers

Consulting procurement

Total Revenue

- Total consultancy revenue includes c.25% pass-through expense
- This reflects:
 - Teaming agreements
 - Small and Minority Owned Business 'set asides' (Federal, State and municipal contracts)
 - Desire by State and Local clients to allocate reduced amount of work more widely

Revenue by contract type

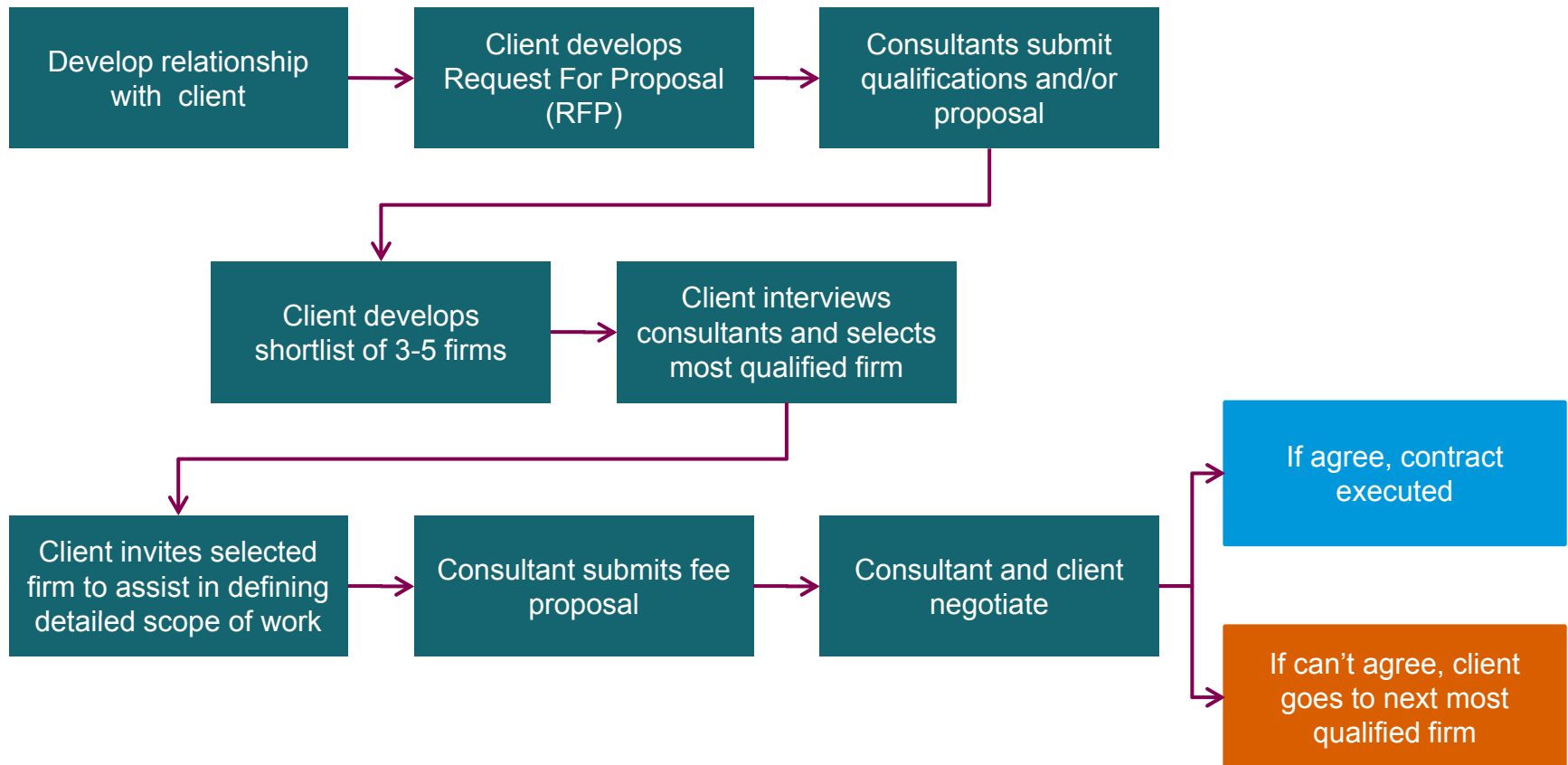


■ Cost-plus ■ Time and materials ■ Lump sum

Consulting procurement

Qualification Based Selections (QBS)

- Winning based on reference projects, experience and relationships
- Price negotiated after selection



Peter Brown

Construction Management at Risk

Services

- Design Build and Construction Management at Risk
 - Prisons
 - Higher Education
 - Municipal and Government buildings
 - Military installations
 - Healthcare

Market drivers

- Higher education and prison construction strong in Georgia
- Although project size has reduced, Florida State government continues to provide opportunities particularly in healthcare and higher education

Our differentiators

- Local presence due to office network
- Long standing relationships with clients
- Little exposure to housing and commercial markets

CM at “Managed” Risk

Project profile

- Early qualification based Owner selection at project inception
- Ongoing collaboration with Owner/Design Team from inception
- Preconstruction conceptual estimating
- Networking with Subcontractors market
- Project schedule to quantify any existing risk throughout development of Preconstruction and Construction
- Detail scope of work so Owner, Architect, and CM are on “same page”
- Allocated project contingency
- Implementation of operational procedures tracking progress vs. schedule and budget/client satisfaction

PBSJ integration

- Monthly on-site meetings with chief executive
- Transition director visiting offices throughout US
- Representation on Strategy Group
- Robust interface with senior management across the organisation
- Daily interface with functional heads
- Branding programme underway for 1 April name change
- Motivated North American staff – stable turnover

We're proud to be Atkins

Positioned for Growth

Strategy

Clear multi-skill, multi-local strategy

Capability

Continuing focus on quality

Opportunity

Platforms for growth

Appendix

Reporting segmentation

Revised segmentation from 1 October 2010

		Revised segmentation				
		UK	North America	Middle East	Asia Pacific and Europe	Energy
Previous segmentation	Design & Engineering Solutions	Design and Eng. Defence, Aerosp. and Comms. Water and Env.				
	Highways and Transportation	Highways and Transportation				Energy
	Rail	Rail				
	Middle East			Middle East		
	China and Europe				China Europe	
	Management and Project Services	Mgt Cons. Faithful+Gould	Faithful+Gould		Faithful+Gould	
	Asset Mgt	Asset Mgt				
			PBSJ			

Revenue and results

For the year ended 31 March 2010

	Revenue	Operating profit/(loss)	Operating margin
UK	983.5	77.3	7.9 %
North America	55.0	3.4	6.2 %
Middle East	136.6	14.0	10.2 %
Asia Pacific and Europe	148.8	7.4	5.0 %
Energy	82.0	8.4	10.2 %
Total for segments	1,405.9	110.5	7.9 %
Joint Ventures included above	(18.0)	(0.1)	
Total before unallocated items	1,387.9	110.4	8.0 %
Pension curtailment gain	-	2.6	
Total for Group	1,387.9	113.0	8.1 %

Revenue and results

For the six months ended 30 September 2010

	Revenue	Operating profit/(loss)	Operating margin
UK	454.7	30.9	6.8 %
North America	27.5	1.6	5.8 %
Middle East	70.5	8.1	11.5 %
Asia Pacific and Europe	73.4	4.0	5.4 %
Energy	47.7	4.0	8.4 %
Total for segments	673.8	48.6	7.2 %
Joint Ventures included above	(9.6)	(0.3)	
Total before unallocated items	664.2	48.3	7.3 %
Acquisition costs	-	(3.0)	
Total for Group	664.2	45.3	6.8 %

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