

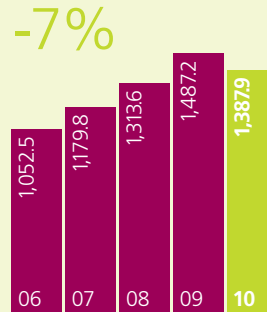
## Our Year

### Results

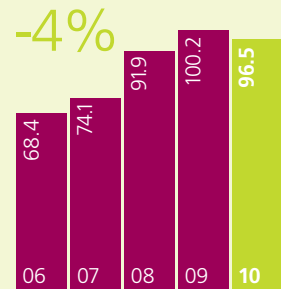
We have successfully navigated turbulent markets by improving our business, reducing costs and flexing our resources to meet demand. We are well positioned for when growth returns.



Revenue £m



Normalised Profit before Taxation £m



### Resilience

The future for the built environment will feature more complex engineering challenges as clients put greater emphasis on planning and design disciplines to achieve maximum value from their infrastructure programmes. This is what Atkins does well.



The Group's exposure to a variety of end markets provides resilience. We are a strong Group in several areas:

- Scale – the ability to deploy staff
- Breadth – a wide range of technical skills
- Cash resources – important in uncertain times
- Higher end activity – not commodity engineering
- Adjacencies/skill transfer – applying skills in related areas.

Quality remains a key determinant.

### Growth

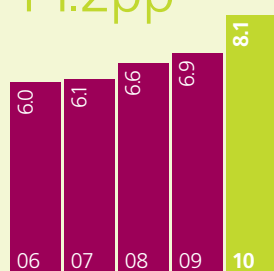
We are investing in technical excellence and people. We are also investing to improve our business, address growth markets and take advantage of market opportunities.



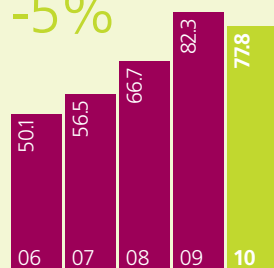
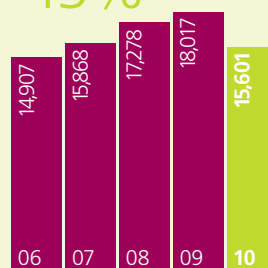
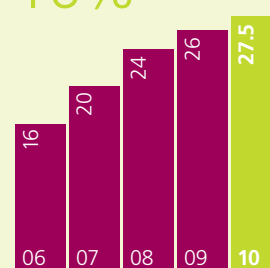
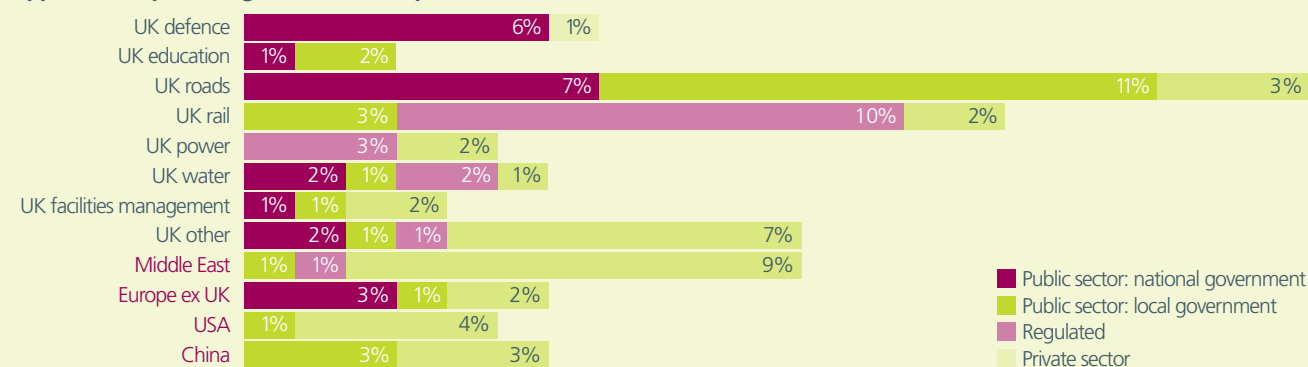
- We are continuing to develop our staff and making selective investment across the Group.
- We are addressing very attractive markets including areas such as renewables, nuclear and mass transit.
- We prioritise organic growth in the core businesses and look to acquire additional skills in new or existing markets where they make sense.
- We will grow as a consequence of quality.

**Notes**

1. Revenue excludes the Group's share of revenue from Joint Ventures.
2. Operating margin and normalised profit before taxation are before exceptional items and any profits or losses from disposals, and related to continuing operations. This is considered to be more representative of underlying trading.
3. Normalised diluted earnings per share (EPS) is based on normalised profit after tax and allows for the dilutive effect of share options.
4. Headcount is shown on a full-time equivalent basis at the year-end, including agency staff.
5. Dividend relating to the year, comprising the interim dividend paid in the year and the proposed final dividend.
6. 2006/07 and 2007/08 figures are for continuing operations only.

**Operating Margin %****+1.2pp****Normalised Diluted EPS**

Pence

**-5%****Headcount****-13%****Dividend Pence****+6%****Approximate percentages of total Group revenue****Strategy**

- Multi-skill, multi-local
- Identity+Excellence.

**Priorities**

- High-performing business
- Addressing attractive sectors
- Market opportunities.

**Imperatives**

- Technical excellence
- Carbon critical design
- Health, safety, diversity
- Flexing resources
- Business improvement.