

Wood is a global leader in consulting and engineering across energy and materials.

Transformed the Group.

Sale of Built Environment Consulting has restored our financial strength – balance sheet reset

This is a new Wood – new leadership, refreshing our culture, more disciplined and selective

We have addressed our legacy issues – strong balance sheet and defined schedule of cash outflows

Well-positioned for growth.

Our markets provide attractive opportunities for growth – and we can win share

A global leader in our markets – outstanding talent, long term relationships with clients who view us as partners

Enabler of net zero – around 20% of our revenue today is from sustainable solutions

Delivering financial returns.

Adjusted EBITDA margins to be flat in the nearer term, partly as we reinvest in the business to secure growth. In the medium term, we see opportunity for margin improvement

Adjusted EBITDA to grow at mid to high single digit CAGR over the medium term, with momentum building over time as our strategy delivers

The strong underlying cash flows of our business combined with the reducing legacy liabilities, will result in a return to **positive free cash flow** (after exceptionals) from FY24 onwards

We operate across two end markets:



Energy

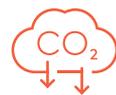
Oil & Gas | Hydrogen
Carbon Capture



Materials

Minerals | Chemicals
Life Sciences

With cross-cutting solutions:



Decarbonisation

Enabling clients to reach net zero through sustainable design and operations



Digital

Leading independent partner for operational technology & digital transformation

Delivered across three business units:



Consulting



Projects



Operations

Growth drivers

\$235bn

2025 total global addressable market in core geographies.

Large markets with solid growth.



Oil & Gas

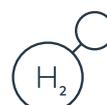
Delivering energy security



Chemicals

Rising global demand

Small markets with substantial growth.



Hydrogen

Enabling energy transition



Carbon Capture

Enabling energy transition

Large markets where we will significantly grow our share.



Minerals

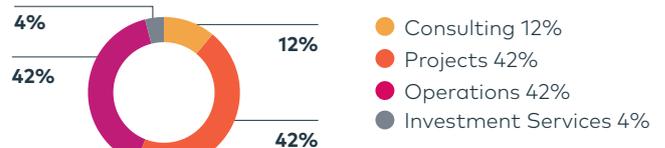
Minerals for net zero



Life sciences

Rising global demand

Business splits

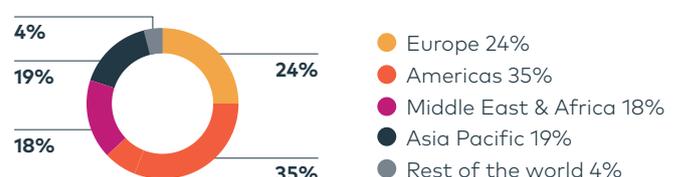


HY23 revenue by BU



HY23 revenue by sector

Geographical split

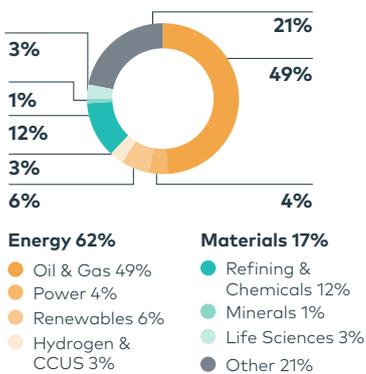


% of HY23 revenue

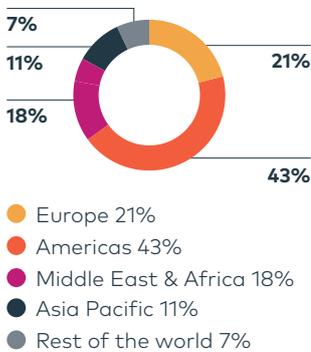
Consulting

- Technical and digital advisory business delivering high margins
- Blue chip client base across energy and materials
- Broad set of solutions aligned to client's toughest challenges
- Deep domain expertise coupled with operational technology capabilities
- Flexibility to act standalone or together alongside Projects and Operations

HY23 revenue by sector



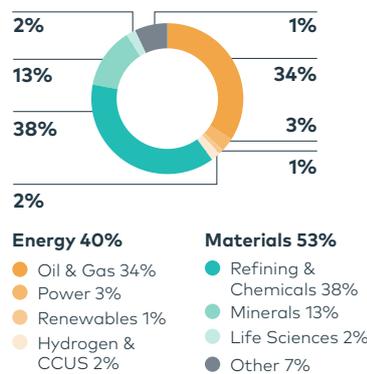
HY23 revenue by geography



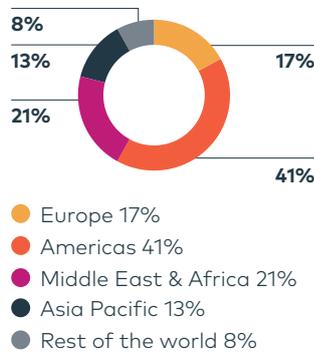
Projects

- Transformed and predictable projects business
- De-risked portfolio, exiting lump sum turnkey and largescale EPC work
- Excel in managing complexity through high value capital investment solutions
- Balanced portfolio across energy and materials built on strong customer partnerships
- A quarter of what we do today is delivering sustainable solutions
- Global operating model embedded

HY23 revenue by sector



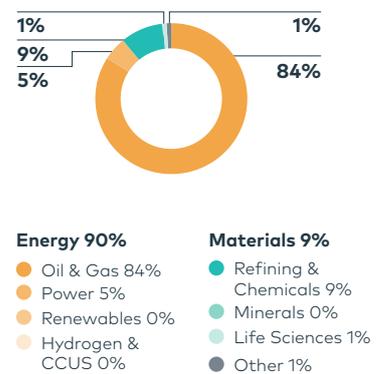
HY23 revenue by geography



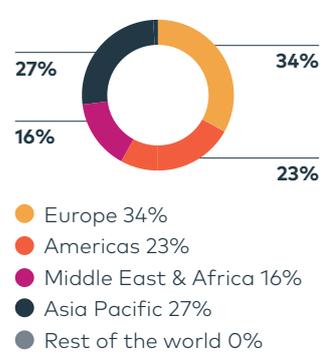
Operations

- A market leader in energy operations, delivering highly skilled, integrated technical solutions across critical infrastructure
- Strong, long term client partnerships with great order book visibility
- Delivering steady, predictable performance, majority of work is cost reimbursable with strong operating cash conversion
- Growth will be driven by helping clients maximise energy and minimise emissions - ensuring energy security | delivering solutions to decarbonise and digitalise | enabling a sustainable energy transition

HY23 revenue by sector



HY23 revenue by geography



Sustainable solutions



Primary sustainability themes

Energy

- Renewable energy
- Hydrogen
- Carbon capture & storage
- Power & electrification
- Battery storage
- LNG

Materials

- Waste-to-energy
- Sustainable fuels/feedstocks
- Materials recycling
- Circular economy
- Energy transition minerals
- Life sciences

Decarbonisation

- Carbon reduction activities
- Asset optimisation / Efficiency improvements
- Late life asset solutions / Decommissioning

Disclaimer

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