Future Ready Now

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David Kemp – CFO
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7th November 2019
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Certain financial data has been rounded. As a result of this rounding, the totals of data presented in this presentation may vary slightly from the actual arithmetic totals of such data.
FUTURE
READY
Our Strategic Objective

**Strategic Objective:**

Premium, differentiated and higher margin business.

With a relevant and enduring market position consistent with rapid evolution to a healthier planet; established from a secure and cleaner energy footprint, sustainable infrastructure and digitally enabled solutions.
Our focus for today - strategic priorities to 2023

**FUTURE**
Positioning for emerging trends in Energy and Built Environment markets

**READY**
Operational model designed to unlock growth opportunities, differentiated by:
• Unique range of capabilities & position amongst peers
• Commercial versatility & risk appetite
• Cross-selling ability
• Breadth of markets & customers

**NOW**
2023 strategic focus on higher margin project management, operations & consulting business supported by:
• Near term priorities aligned to emerging market trends
• Strategy for sustainable cash generation, margin improvement & revenue growth
Preparing for a new world reality...

We are well positioned for growth opportunities presented by **Energy Security & Transition** and **Sustainable Infrastructure Development** across;

**Energy** and the **Built Environment Markets**

With our strong track record of successful evolution

We are....

**Future Ready Now**
Well positioned for growth trends in energy and the built environment

Wood solutions will be an enabler across the mega trends.
Guiding the energy transition towards a low carbon future

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>CO₂ Emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>7.6bn</td>
<td>32Gt</td>
</tr>
<tr>
<td>2050</td>
<td>9.8bn</td>
<td>18.4Gt</td>
</tr>
</tbody>
</table>

- Population: $7.6bn$ to $9.8bn$ (up by $1/3$)
- CO₂ Emissions: $32Gt$ to $18.4Gt$
Finding the solutions in sustainable infrastructure development

Regional infrastructure investment needs 2016-2040 ($ billion)

- Asia: $20,173
- Europe: $6,011
- Americas: $14,772
- Africa: $1,927
- Oceania: $50,770

Source: World Bank August 2017
The data tsunami is changing everything

Industry 1.0
1784

Industry 2.0
1870

Industry 3.0
1969

Industry 4.0
Today

Global internet traffic
- 1987 - 2TB (10^{12} \text{ bytes})
- 1997 - 60PB (10^{15} \text{ bytes})
- 2007 - 54EB (10^{18} \text{ bytes})

Source: Nature News
Optimal service offering for the next strategic phase
Service defined business model with leading market positions
Differentiated by:
  • Unique range of capabilities & position amongst peers
  • Commercial versatility & risk appetite
  • Cross-selling ability
  • Breadth of markets & customers

Future Ready Now
Agile positioning ahead of market transitions

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<tr>
<td>$148m cost savings delivered</td>
<td>$96m cost savings delivered</td>
<td>$40m synergies delivered</td>
<td>$55m synergies delivered</td>
<td>$60m synergies expected</td>
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</tbody>
</table>

- **Falling oil price & reduced E&P spend**
  - 90% Upstream Oil & Gas
  - 30% Upstream Oil & Gas

- **Continued focus on cost, efficiency & margins:**

- **Strategic actions in diversified end markets:**
  - Acquired capability in US shale
  - Reduced reliance on North Sea
  - Acquired capabilities in Petrochemicals and Automation
  - Simplified operating structure defined by service & back office efficiency
  - AFW provides Petrochemicals & Built environment end markets & project management capability
  - Strategic review of business. Accelerated integration & revenue synergies
  - Portfolio rationalisation, Nuclear and infrastructure assets disposed

- **2 Service Lines:** Engineering, Operations/MMO

- **3 Service Lines:** Projects, Operations, Consulting
Our enduring and differentiated investment platform

- Flexible, asset light model
- Strong cash generation
- Strategic market positioning

- Leading position in core markets
- Commodically versatile with measured risk appetite
- Blue chip customers and OECD weighting
- Balanced across spending
Wood is a global leader in the delivery of project management, engineering, consulting and technical services to energy and built environment customers.

An optimal service offering for the next strategic phase
A service oriented structure that makes sense to our customers

<table>
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<tr>
<th>3 Service lines</th>
<th>Projects</th>
<th>Operations</th>
<th>Consulting</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Project Management &amp; Delivery</td>
<td>Asset optimisation</td>
<td>Specialist engineering</td>
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<tr>
<td></td>
<td>Engineering Design</td>
<td>Modifications</td>
<td>Infrastructure development</td>
</tr>
<tr>
<td></td>
<td>Construction</td>
<td>Maintenance</td>
<td>Environmental consulting</td>
</tr>
</tbody>
</table>

2 End markets
- c95% Energy / c5% Built Environment
- c50% Energy / c50% Built Environment

Reportable segments
- Asset Solutions (c70% of revenue)
- Technical Consulting Solutions (c.30% of revenue)
Creating Technical Consulting Solutions (TCS)

Combining STS and E&IS into TCS better positions Wood and our premium margin high value consulting offering to support sustainable growth

Delivering consulting-led solutions against a backdrop of increasing environmental focus, the evolving energy transition, and public demand for sustainable infrastructure

<table>
<thead>
<tr>
<th>Combined Revenue*</th>
<th>People*</th>
<th>EBITDA Margin (post IFRS 16)</th>
<th>Operational efficiency synergies</th>
</tr>
</thead>
<tbody>
<tr>
<td>c$2.5bn</td>
<td>c13,000</td>
<td>c10%</td>
<td>&gt;$30m</td>
</tr>
</tbody>
</table>

*Excluding nuclear business, disposal of which is expected to complete Q1 2020
TCS: Full lifecycle consulting solutions

Multi-sector specialist consultant providing innovative solutions needed to solve customers’ biggest challenges and maximizing value at every stage of the life cycle.
TCS: Delivering specialist capabilities to diverse customers

<table>
<thead>
<tr>
<th>Advising/Planning</th>
<th>Engineering</th>
<th>Building</th>
<th>Operating/Optimising</th>
<th>Re-purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pipeline</td>
<td>Petrochemical Facility</td>
<td>Solar</td>
<td>Refinery Project</td>
<td>Groundwater Project</td>
</tr>
</tbody>
</table>

- **Pipeline**
  - World’s longest heated pipeline
  - Wood scope: Concept and pre-FEED, impact assessments, constructability review, FEED package for investment decision
  - **Location:** Kenya

- **Petrochemical Facility**
  - Plastics manufacturing facility
  - Wood scope: Plant infrastructure, Environmental systems, protection of the natural environment
  - **Location:** USA

- **Solar**
  - Shell’s first solar PV plant, 27 MW
  - Wood scope: Owner’s engineering consultant
  - Power for chemical plant facility
  - **Location:** Netherlands

- **Refinery Project**
  - Offshore production facility
  - Wood scope: consulting services for safety, availability, reliability, and maintenance management
  - **Location:** Malaysia

- **Groundwater Project**
  - Over 100 million gallons treated to non-detect levels for PFAS
  - Wood scope: study, design, implement innovative treatment systems
  - **Location:** USA
Leading positions aligned to current and future markets

**#1 overall Top 225 International Design**
- #1 Petroleum
- #7 Power
- #5 Hazardous Waste
- #9 Water
- #3 Manufacturing
- #1 International in US, Latin America, Canada
- #5 International in Europe

**#10 overall Top Environmental Firm**
- #5 Environmental Science
- #5 Environmental Consulting / Studies
- #8 US Federal for Environmental
- #8 Hazardous Waste

**#6 overall Top 500 Design Firms**
- #1 Offshore and underwater facilities
- #1 Pipelines
- #2 Petroleum Maintenance
- #2 Manufacturing
- #2 Auto plants
- #2 Clean air compliance
- #4 Petroleum
- #4 Refineries and petrochemical plants
- #4 Industrial Process
- #5 Site assessment and compliance
- #6 Solar
- #6 Co-generation
- #6 Hydro plants
- #6 Chemical plants
- #8 Airports
- #9 Dams & Reservoirs
- #10 Chemical and soil remediation
Differentiated by breadth of customers and markets

Revenue by Customer (Top 20)

- Oil & Gas – IOC
- Energy/Industrial/Chemical
- Oil & Gas – NOC
- Oil & Gas – Independent
- Government
- Transport
- Water

**TOP 20** EQUALS **40%**

Low customer dependency

**90%**
Repeat business

**UNIQUE**
Projects, operations and consulting services

Cross sell & pull through

Strategic market positioning
Differentiated by commercial versatility and measured risk appetite

Switched off high risk revenue streams

Revised DOA and tender governance

Order book by revenue type

Long bid list = No bid

Discerning contractor

Commercially versatile with measured risk appetite

Focus on Margin: PMC/EPCM contract types preferred

4 out of 5 largest contracts are reimbursable
Strong opportunity pipeline over a broad customer base

- Significant opportunity pipeline of $60bn
- Factored opportunity pipeline reflective of:
  - embedded risk appetite
  - enhanced tender governance
  - discerning contractor approach
NOW
Delivering the 2023 vision
Robin Watson – Chief Executive
Clearly defined strategic priorities

**Strategy** to create a **higher margin** project management, engineering, consulting and technical services company. **Underpinned** by:

- Business priorities supported by market fundamentals
- Clear strategic priorities & tactical plans
- Strategy for revenue growth, margin improvement and sustainable cash flows

**Future Ready Now**
Active business portfolio management aligned to market changes

- Highly levered to upstream oil and gas
- Engineering and operations focus

2014

- Simplified service lines and creation of consulting offering
- Exposure across broader energy markets and built environment

2017

- Levered to growth broader energy & built environment markets
- Growth in higher margin consulting offering
Medium term strategic priorities

**RATIONALISE PORTFOLIO**
- Refine operating model, dispose non core assets, Invest in consulting platform

**OPTIMISE & STANDARDISE**
- Levered to structural growth in Energy Security & Transition and Sustainable Infrastructure
- Sector/geographic tactics aligned with trends: US shale, speciality chemicals and built environment expansion
- Targeting margin improvement to accelerate growth
- Service delivery model to achieve Exceptional Execution

**Technology differentiation** through internal R&D, strategic partnerships and scalable solutions
**Improved risk/reward on contracts** in line with balanced risk appetite
**Deliver shareholder value**
Optimising our service delivery model: Execution Excellence
Developing our digital & technology capability
Forming strategic digital & technology partnerships

- Appetite
- Materiality
- Scalability
- Reach
- Cultural fit
- Complementary capabilities
- Strategic Alignment
## Asset Solutions: Tactical plans

<table>
<thead>
<tr>
<th><strong>Service Broadening</strong></th>
<th><strong>Sector Diversification</strong></th>
<th><strong>Geographic Expansion</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expand MMO in Middle East</td>
<td>• Expand further into chemicals/specialty chemicals as market opportunities arise</td>
<td>• Enter Qatar to deliver engineering, PMC and EPCM phase services</td>
</tr>
<tr>
<td>• Expand EPC capability into US shale to align with entry of Big Oil customers</td>
<td>• Expand and grow market share in US solar</td>
<td>• Continue to broaden Gulf Coast expansion to encompass services in downstream and chemicals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Cost Optimisation</strong></th>
<th><strong>Process Tools &amp; Innovation</strong></th>
<th><strong>Commercial Agility</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Maximise resource utilisation through shared service centres and HVEC locations</td>
<td>• Enhance operational excellence through the further consolidation &amp; deployment of our project execution ecosystem</td>
<td>• Establish new commercial models in line with outcome-based contracting</td>
</tr>
<tr>
<td>• Rationalise technical applications and management systems</td>
<td>• Further develop Cloud Engineering and digitisation of standard work processes</td>
<td>• Leverage Wood’s domain knowledge and commercialize through technology enabled solutions</td>
</tr>
</tbody>
</table>

- Leveraged Wood Solutions
- Agile Teams
- Technological Advantage
- Exceptional Execution
- Commercial Acumen
Asset Solutions: Targeting specific regional upstream markets & growth opportunity in US solar

Energy: Global Upstream Capex by Region ($ Bn)

Single digit spending growth:
Upstream c6% 2019-2022
Capital discipline remains

Focused in significant low cost regions:
- US shale
- Middle East

Solar to account for most new capacity additions in the US, doubling from 2019 to 2023

Costs of solar generation in the US to fall below other sources

Source: MSER, Wood Mackenzie, IHS

US total renewable electricity generation
billion kilowatthours

Source: U.S. Energy Information Administration’s Annual Energy Outlook 2019

Asset Solutions: Targeting specific regional upstream markets & growth opportunity in US solar
Asset Solutions: Macro supportive of significant opportunity in downstream, refining and chemicals

Energy: Refining Capacity Additions: Expansion and Greenfield Projects (kb/d)

Energy: Global primary chemical production by scenario

Expected capex investment to 2050: $433bn

Petrochemical demand expected to continue to grow strongly driven by move away from fossil fuels
### TCS: Tactical plans

#### Process and Technology Consulting for the Energy Transition
- Leverage consulting capability in energy transition services
- Digital technology linkage: Connected Design, Build and Operate/Optimize
- Leverage Strategic Partnerships

#### Sustainable Infrastructure Development
- Further grow infrastructure consulting & engineering services
- Expand water practice and environmental resiliency services
- Expand program management capability across all aspects of infrastructure development

#### Environmental Remediation
- Further enhance environmental remediation services
- Expand decommissioning consulting across energy and built environment markets

#### Operational effectiveness
- Deliver efficient TCS operating platform
- Standardise customer relationship management, commercial, delivery models
- Targeting synergy cost savings of >$30m
TCS: uniquely positioned for trends in built environment & energy transition

Significant growth in spending in US, particularly in roads plus significant environmental spend

Wind & solar expected to account for c.50% of global energy generation by 2050
Aligned with Energy Security & Transition and Sustainable Infrastructure

**Oil and Gas Climate Initiative**
Combined cycle power station & carbon capture, UK

- **Assessing** viability of a combined cycle gas power plant with fully integrated carbon capture

**Heathrow airport**
Runway 3, UK

- **Analysing** environmental impacts of a new runway at one of the world's busiest airports
  - **Largest** environmental project in the UK
  - **1,000** individual locations for environmental assessment
  - **£211bn** estimated economic benefit

**Consumers Energy**
Fossil unit separation & decommissioning, Michigan

- **Enabling** coal fired power plant decommissioning & repurposing
  - **2** fossil units separated from remaining gas units
  - **3** previous coal fired plant shut down projects led to this award
  - **2030** expected date for remaining plant retirement

- **Key partner** in 1st project of its kind in the UK
- **90%** + carbon emissions capture
- **13** oil major participating in the initiative

**Oil and Gas Climate Initiative**
Combined cycle power station & carbon capture, UK

**Heathrow airport**
Runway 3, UK

**Consumers Energy**
Fossil unit separation & decommissioning, Michigan
Wide range of capabilities to deliver new solutions

**Duke Energy**
Natural gas pipeline, North Carolina

**Conoco Phillips**
Upstream facility, Alaska

**Metrolinx**
Toronto commuter rail system improvements, Canada

**Combining** onshore pipeline capability with permitting & geotechnical consulting

- **1st** Wood project under Engineer of Choice framework
- **Fast** growing pipeline demand across Carolinas and Tennessee
- One Wood approach delivered significant cost reduction to customer

**Supporting** a major greenfield development with a range of projects, operations and consulting services

- **1st** major oilfield development on North slope in a decade
- **EPCM** led to broader Customised service mix tailored to project
- Lowest bid not successful

**Designing** improvements for a major commuter rail infrastructure

- **69 million** annual users
- **20km** rail extension
Financial strategy underpinning 2023 vision
David Kemp - CFO
Financial strategy for value creation

Clear **financial strategy** for the next cycle
Built on **strong foundations** to deliver:
• Sustainable cash generation
• Margin improvement
• Revenue growth

Enabling **capital allocation** priorities

**Future Ready Now**
Laying the foundations of sustainable earnings growth and cash generation

Medium term objectives

- Sustainable cash generation
  - Margin improvement
  - Delivering further efficiency savings
  - Lower execution risk
  - Portfolio rationalisation & refocus
  - Strong balance sheet foundation & returning to M&A

2017 – 2019 priorities

- Improving risk governance & contract mix
- Proactively managing legacy contract challenges
- Delivering back office integration & synergies
- Structurally improving cash generation
- Deleveraging through delivering disposal targets

2015 - 2016

Maintaining margin: c$250m in cost reduction
AFW integration: recognising and addressing the challenges

**Achievements**
- Accelerated and increased cost synergies (> $210m)
- Improved risk governance framework
- Back office integration
- Delivering legacy contracts & exiting underperforming contracts
- Focus on cash & working capital
- Revenue synergies > $600m delivered

**Challenges**
- Slower market post deal
- Legacy contract issues larger & longer than anticipated
- Retaining benefits of improved cash generation
Operational and financial strategy drives value creation in next phase

<table>
<thead>
<tr>
<th>Revenue growth</th>
<th>Margin improvement</th>
<th>Sustainable cash flows</th>
</tr>
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<tbody>
<tr>
<td>• Aligning with megatrends and targeting:</td>
<td>• Efficiency and cost reduction</td>
<td>• Reducing exceptional costs</td>
</tr>
<tr>
<td>• Attractive end markets</td>
<td>• Improved risk /reward</td>
<td>• Reducing provision outflows</td>
</tr>
<tr>
<td>• Geographies</td>
<td>• Execution excellence</td>
<td>• Working capital management</td>
</tr>
<tr>
<td>• Customers</td>
<td>• Leveraging differentiation</td>
<td>• Capital discipline</td>
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<tr>
<td></td>
<td>• Technological advantage</td>
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<td></td>
<td>• Active portfolio management</td>
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Capital allocation

- Target leverage policy
- Progressive dividend
- Organic capex
- Acquisitions

A presentation by Wood.
Well positioned for revenue growth in key markets

<table>
<thead>
<tr>
<th>Core markets</th>
<th>Contract type</th>
<th>Revenue drivers</th>
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<tbody>
<tr>
<td><strong>AS EAAA</strong></td>
<td></td>
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<tr>
<td>Upstream/midstream c60%</td>
<td>Reimbursable c85%</td>
<td>• Upstream growth in Middle East, Asia Pacific &amp; Caspian</td>
</tr>
<tr>
<td>Downstream &amp; chemicals c30%</td>
<td>Fixed price c15%</td>
<td>• Petrochemical capacity additions in Middle East</td>
</tr>
<tr>
<td>Other energy c5%</td>
<td></td>
<td></td>
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<tr>
<td>Built environment c5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AS Americas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upstream/midstream c40%</td>
<td>Reimbursable c65%</td>
<td>• Demand for unconventional oil &amp; gas</td>
</tr>
<tr>
<td>Downstream &amp; chemicals c30%</td>
<td>Fixed price c35%</td>
<td>• Petrochemical capacity additions on the Gulf Coast</td>
</tr>
<tr>
<td>Other energy c30%</td>
<td></td>
<td>• Solar capacity additions</td>
</tr>
<tr>
<td><strong>TCS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upstream/midstream c20%</td>
<td>Reimbursable c65%</td>
<td>• Government infrastructure investment</td>
</tr>
<tr>
<td>Downstream &amp; chemicals c5%</td>
<td>Fixed price c35%</td>
<td>• Industrial investment in infrastructure &amp; automation</td>
</tr>
<tr>
<td>Other energy c25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Built environment c50%</td>
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Embedded strategy to deliver medium term margin improvement

Earnings and margin objective
Create a premium and differentiated business with:

100bps+
Margin improvement vs 2019

Levers to improve margin

Controlling what we can control:
• Delivering
  • Exceptional execution
  • Efficiency and cost reduction including TCS
  • Commercial acumen
• Winning
  • Discerning Bidder
  • Risk appetite and governance
  • Differentiation & competitive advantage
• Positioning
  • Active portfolio management
Robust risk governance process underpinned by measured risk appetite

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Proposal</th>
<th>Execution</th>
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<tr>
<td>10 point scoring matrix for lump sum/high risk contracts</td>
<td>Risk based tender governance policy &amp; approval process</td>
<td>Operations assurance</td>
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<td></td>
<td>Tender review committee for higher value/risk/complexity tenders</td>
<td>Financial Management Framework</td>
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<td>Strategic projects function</td>
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<td>Project and risk reviews</td>
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Measured risk appetite: Order book c75% reimbursable

Comprehensive Delegation of Authority policy
Driving sustainability in cash generation

**Working capital management**
- Receivables
- Payables
- Advances

**Capital expenditure**
- ERP implementation
- Engineering software
- Property, plant & equipment

**Exceptional costs**
- AFW synergy delivery
- Investigation support/other
- Onerous leases

**Other**
- Tax

**Cash flow driver**
- Average DSO 70-80 days
- 60 day payment terms
- Build/unwind linked to EPC activity

**Target/outlook**
- c$100m per year
- Rolling off in 2020
- Linked to activity, expected to reduce in 2019/2020 vs. 2018
- c$25m in 2020
- c$100m per year
Future cashflows to benefit from significant reduction in provision outflows

<table>
<thead>
<tr>
<th>Category</th>
<th>H1 19 cash impact</th>
<th>FY 19 cash impact (est.)</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asbestos</strong></td>
<td>$22m</td>
<td>c$35m</td>
<td>c$35m in 2020, reducing thereafter Annual P&amp;L cost impacted by c$3.5m per 10bps change in bond rates</td>
</tr>
<tr>
<td>• Historic asbestos exposure personal injury claims</td>
<td></td>
<td></td>
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<tr>
<td><strong>Project related</strong></td>
<td>$64m</td>
<td>c$135m</td>
<td>c$40m in 2020, reducing further in 2021</td>
</tr>
<tr>
<td>• Estimated future cost/claims including Aegis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Large number of smaller provisions reflective of our business model</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Related to disposed businesses</strong></td>
<td>$8m</td>
<td>c$10m</td>
<td>• Indemnities expiring • Immaterial outflows</td>
</tr>
<tr>
<td>• Indemnities provided by business now disposed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Onerous leases</td>
<td></td>
<td></td>
<td>Onerous leases: c$25m in 2020, reducing to nil by 2024</td>
</tr>
<tr>
<td>• Contract warranties</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Onerous leases:
- $15m (included in exceptionals)
- c$30m
Building strong medium term free cash flow

Strong operational cashflow performance to date

Margin improvement
Exceptional costs
Provision outflows

Capex
Tax/interest/other

Increased free cashflow to enable capital allocation priorities
## Capital allocation focused on a strong balance sheet foundation

### Sources of cash

- Earnings growth
- Strong cash generation
- Portfolio rationalisation

### Priorities for uses of cash

- Strong balance sheet foundation
- Dividend & dividend cover
- Capex
- Bolt on acquisitions

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A presentation by Wood.
Driving value creation

Clearly defined financial strategy built on strong foundations:

**Earnings growth driven by:**
- Margin improvement 100bps+
- Revenue growth

**Sustainable cashflows:**
- Operating cashflow growth in line with earnings
- Reduced exceptionals/provisions
- Disciplined management of working capital & cost

**Capital allocation:**
- Balance sheet strength
- Dividend & dividend cover
- Capex
- Bolt on acquisitions
Summary
Delivering the vision sustainably
Robin Watson – Chief Executive
Our Strategic Objective

**Strategic Objective:**
Premium, differentiated and higher margin business.

With a relevant and enduring market position consistent with rapid evolution to a healthier planet; established from a secure and cleaner energy footprint, sustainable infrastructure and digitally enabled solutions.
Where we are headed & who we are

Our vision:
Inspire with ingenuity
Partner with agility
Create new possibilities...

Our values:
Care
Courage
Commitment

Our behaviours:
Listen up | Lift others up | Stand up | Team up | Speak up | Don’t give up
Safety Shield : Safety Ladder Analysis

- Analysis of our high potential incidents
- Identification of safety critical areas

**Focus in on 4 key areas:**
- Driving
- Dropped objects
- Working at Heights
- Process Safety
Sustainability strategy aligned with UN goals

Energy transition strategy
Reducing operation carbon footprint
Climate change resilience

Maintenance of facilities
Maintain licence to operate
Environmental ops standard

Doing more with less
Managing waste
Tackling plastic

Robust processes in place
Strategic and tactical risk management

Ethics and compliance
Code of conduct
Robust policy & process

Governance

Climate change
Efficiency

Risk Management
Accountability

Effective corporate governance
Effective Board overview
Fair and just culture

Gender balance and equality
Community investment & global cause
Investing in our people – skills and capability

Innovating industrial standards in Building Responsibly
Raising standards in supply chains
Building awareness of modern slavery and trafficking

Eliminating harm to people
Keeping people and operations secure
Protecting health and wellbeing

View our sustainability report:
www.woodplc.com/who-we-are/sustainability
Summary - Strategic priorities to 2023

**FUTURE**

Positioning for emerging trends in Energy and Built Environment markets

**READY**

Operational model designed to unlock growth opportunities, differentiated by:
- Unique range of capabilities & position amongst peers
- Commercial versatility & risk appetite
- Breadth of markets & customers
- Cross-selling ability

**NOW**

2023 strategic focus on higher margin project management, operations & consulting business supported by:
- Near term priorities aligned to emerging market trends
- Strategy for sustainable cash generation, margin improvement & revenue growth

A presentation by Wood.