

Wood is a global leader in consulting and engineering across energy and the built environment.

Our strengths

Deep engineering capabilities including a wide range of solutions across the asset lifecycle	Balanced exposure to spending across opex and capex
Deep technical expertise	Flexible, asset light business model
Strong customer relationships	Measured risk appetite

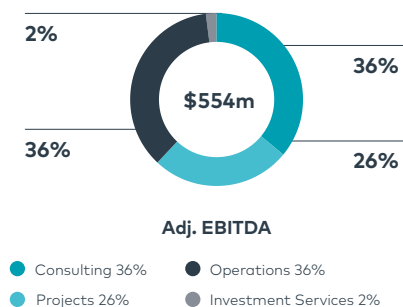
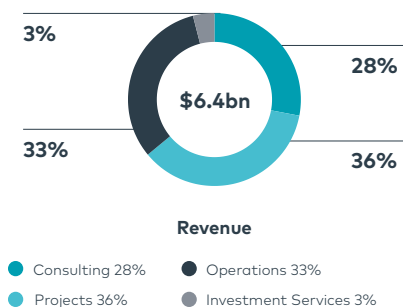
We operate across four markets

<p>Conventional energy Upstream and midstream oil and gas</p>	<p>Process & chemicals Petrochemicals (incl. carbon capture & hydrogen), specialty chemicals and refining</p>	<p>Renewables & other Renewable power, mining & minerals, industrial processes and power</p>	<p>Built environment Infrastructure, water & waste and environmental</p>
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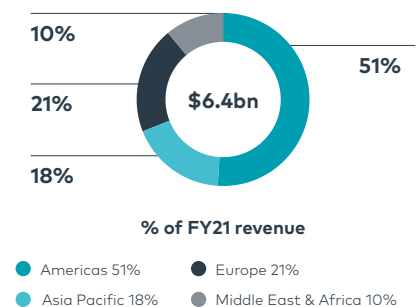
Three business units operating across the asset lifecycle



Business splits



Geographical split

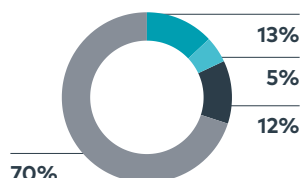


Consulting¹

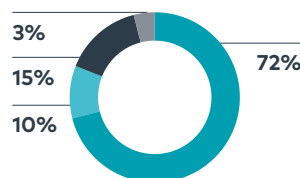
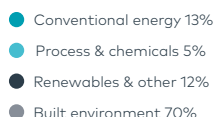
Specialist consultancy services delivered through a diverse, high performing team of leading technical experts and project advisors.

Key services:

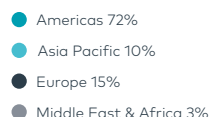
- Consulting across energy transition solutions, including wind, solar, carbon capture and hydrogen
- Specialist engineering
- Infrastructure development
- Environmental consulting



Revenue by BU



Revenue by geography



FY 21

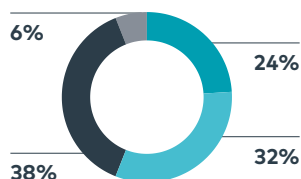
Revenue	\$1.8bn
Adj. EBITDA	\$227m
Margin	12.7%
Reimbursable ²	63%
Fixed price ²	37%
Order book (Dec 21)	\$2.2bn

Projects

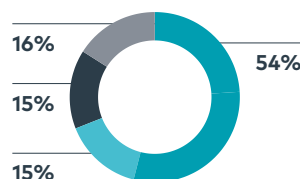
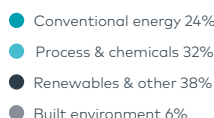
Full suite of solutions across complex projects.

Key services:

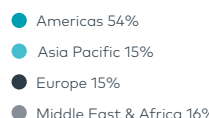
- Project management
- Engineering and design
- Procurement
- Construction
- Project delivery



Revenue by BU



Revenue by geography



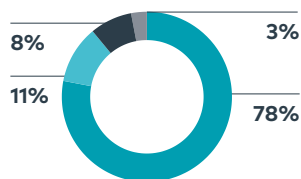
Revenue	\$2.3bn
Adj. EBITDA	\$168m
Margin	7.2%
Reimbursable ²	70%
Fixed price ²	30%
Order book (Dec 21)	\$1.8bn

Operations

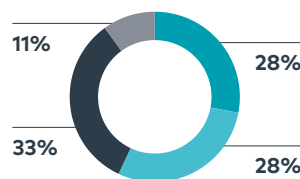
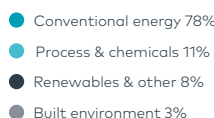
Management and optimisation of our clients' assets.

Key services:

- Maintenance
- Asset optimisation
- Modifications
- Running operations for clients



Revenue by BU



Revenue by geography



Revenue	\$2.1bn
Adj. EBITDA	\$225m
Margin	10.7%
Reimbursable ²	93%
Fixed price ²	7%
Order book (Dec 21)	\$3.6bn

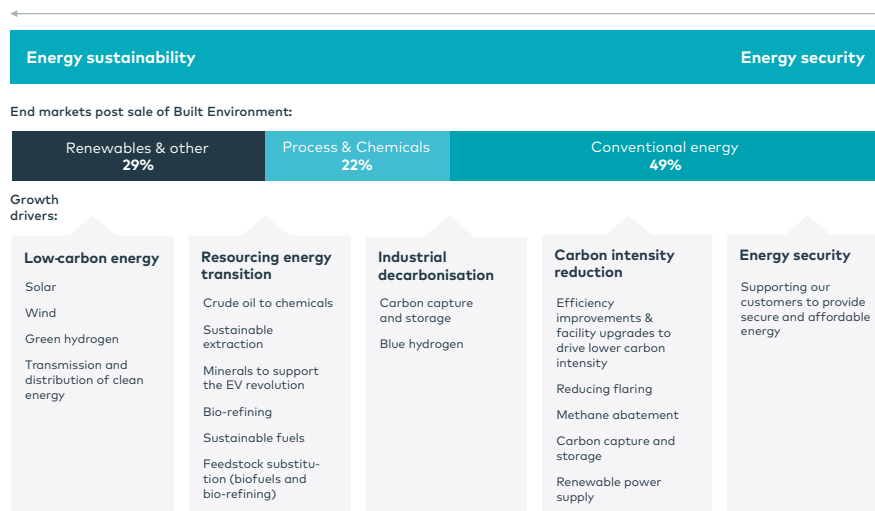
Financial history

	2021	2020	2019	2018	2017
Revenue (\$m)	6,426	7,564	9,890	11,036	6,169
Adj. EBITDA (\$m)	554	630	855	630	372
Adj. EPS (cents)	17.5c	23.2c	46.0c	57.4c	53.3c
Net debt ³ (\$m)	1,843	1,556	2,007	1,548	1,646
Dividend	0.0c	0.0c	35.3c	35.0c	34.3c

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Well placed across the global energy market



Footnotes

1. In January 2022, the Board agreed to pursue a sale of the part of the Consulting business unit which faces the built environment end market, a process is underway with the expectation of an announcement of a sales agreement in Q2 2022
2. Split of contract type, based on FY21 revenue
3. Excluding leases net debt was \$1,393m at 31 December 2021