

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

Delivering a higher quality business.

Adjusted EBITDA **up 8.5%**
 Margin expanded to **7.7%**
 Order book **up 3.6%**
 Significant **sustainable solutions** business
 Simplification programme moving at pace, delivering **c.\$60m savings** from 2025
Aligning portfolio: CEC Controls disposal agreed & Ethos Energy progressing well
Finalised our view on the exit of LSTK and large-scale EPC: P&L charge, no change to cash outlook

Focused on cash delivery.

Building on significant progress on turnaround to date
 Detailed plan to improve cash generation across the Group
Pathway to significant cash flow from 2025 onwards

Reconfirmed 2024 and 2025 outlook.

High single digit adjusted EBITDA growth in 2024 (before disposals)
Adjusted EBITDA growth in 2025:

- c.\$60m Simplification benefit
- On top of medium-term target of mid to high single digit

Net debt at Dec 2024 **similar level** to Dec 2023 after disposal proceeds
Significant free cash flow in 2025

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

\$240bn 2026 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.

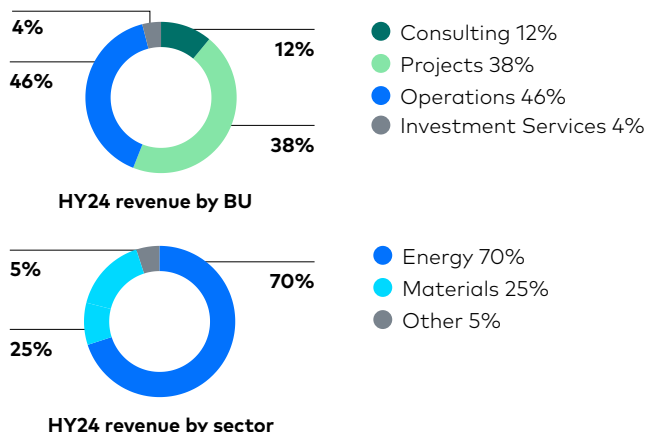
Minerals

Minerals for net zero

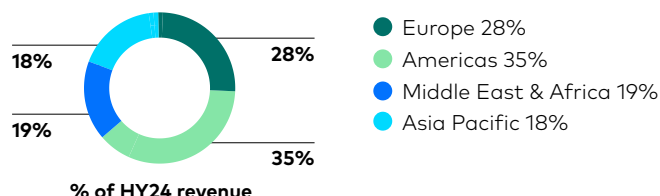
Life sciences

Rising global demand

Business splits



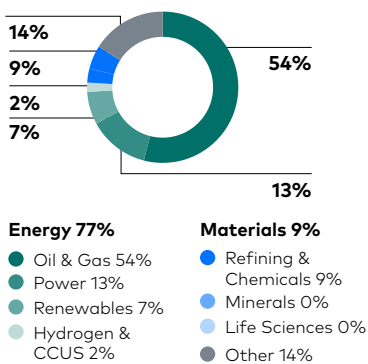
Geographical split



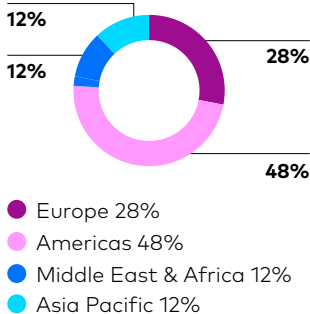
Consulting

- 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

HY24 revenue by sector



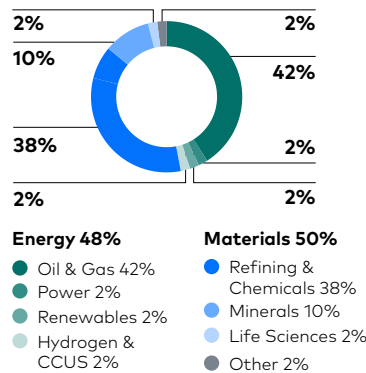
HY24 revenue by geography



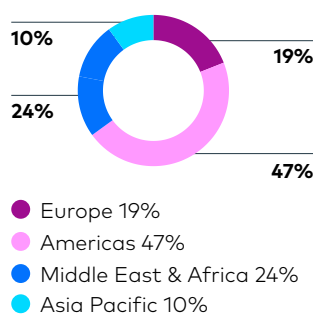
Projects

- Excel in managing complexity through high value capital investment solutions
- Balanced portfolio across energy and materials built on strong customer partnerships
- A third of what we do today is delivering sustainable solutions
- Global operating model embedded

HY24 revenue by sector



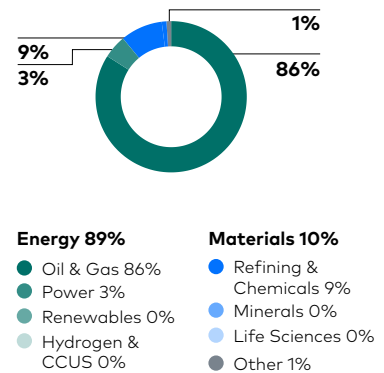
HY24 revenue by geography



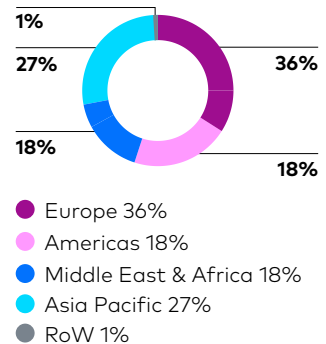
Operations

- 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

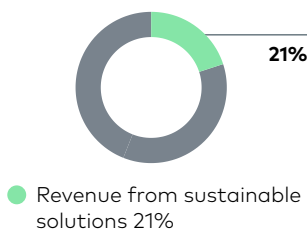
HY24 revenue by sector



HY24 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

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