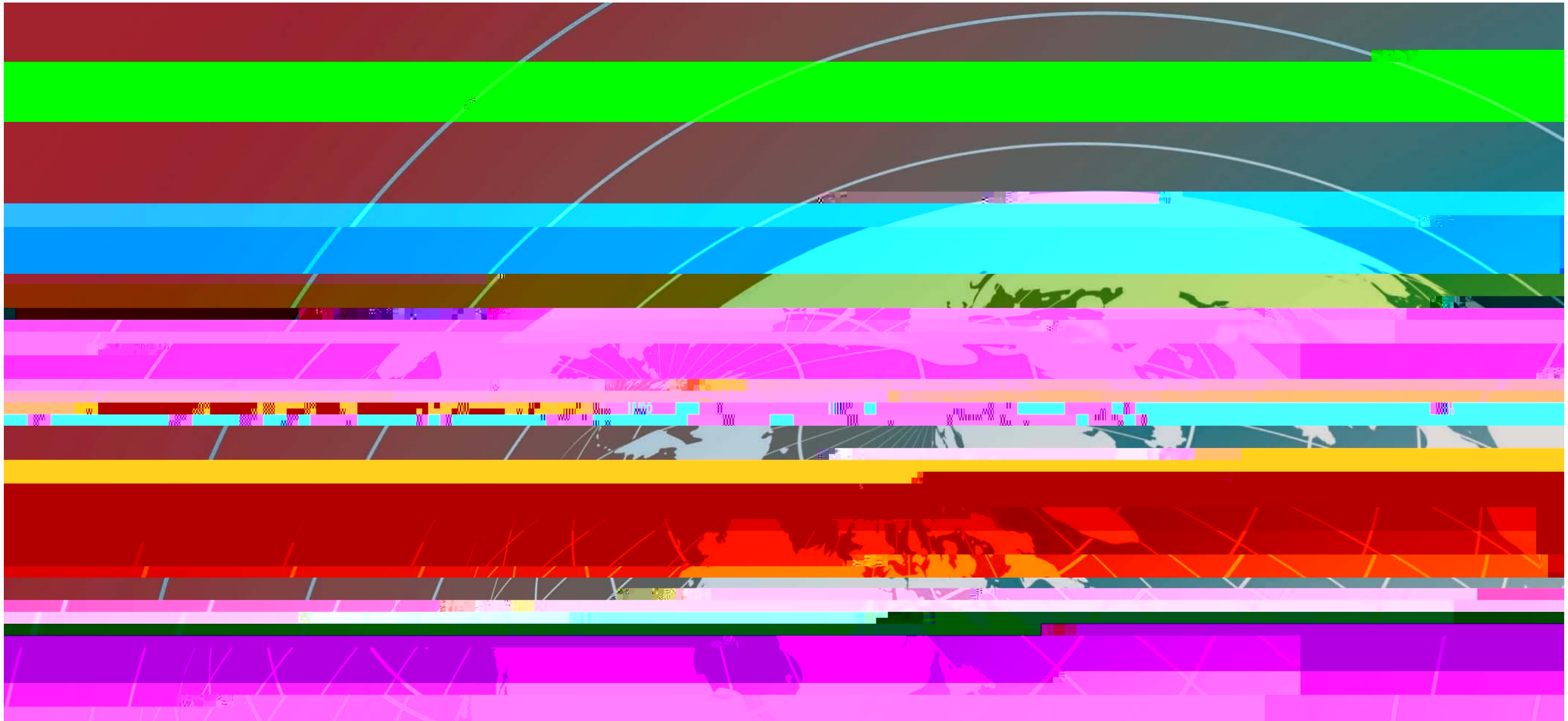


Wood Group

2011 Final Results

March 2012

Agenda

- Highlights
- Financial review
- Divisional review
- Key takeaways

Presenters

- Sir Ian Wood

Highlights

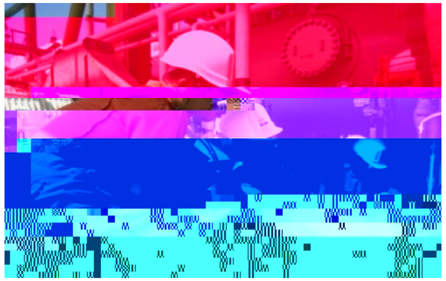
- Completed strategic moves to enhance focus

Oil & Gas and Power markets

- Strong oil & gas market
- Challenging economic conditions for power customers
- **Engineering**: Growth in E&P spend forecast of around 5% - 10% in 2012, directed towards increasingly complex engineering challenges
- **Wood Group PSN**: Growth in brownfield production support spending driven by increasing number and ageing of assets and increased focus on asset

Refocused group strategy

- To achieve long term sustainable growth as an **international energy services company**



We will

Financial results

	2011 $m	2010 $m	*Change*

Pro forma financial results

	2011 $m			2010 $m		
	Revenue	**EBITA**	***Margin***	**Revenue**	**EBITA**	***Margin***
Engineering	1,459	162	*11.1%*	1,239	122	*9.8%*
Wood Group PSN	3,376	175	*5.2%*	3,215	198	*6.2%*
Wood Group GTS	1,195	79	*6.6%*	805	46	*5.7%*
Central costs		(52)			(51)	
Continuing Group Pro forma	**6,030**	**364**	***6.0%***	**5,259**	**315**	***6.0%***
Growth	*15%*	*15%*				

Amortisation

PSN acquisition	$m
Enterprise value	1,055
Net assets acquired	(42)
	1,013
Represented by:	
Goodwill	818
Intangible assets arising on acquisition (to be amortised over 5 years)	195

Amortisation	
Amortisation on software etc	22
Amortisation of intangible assets arising on acquisition	
- PSN	47
- Other	10
	79

Interest

	2011 $m	2010 $m
Interest on debt	9	20
Non-utilisation fees	2	5
Non cash charges on pension and deferred consideration	1	2
Bank fees and charges	2	8
Total finance charge from continuing operations	**14**	**35**
Finance income	(5)	(2)
Net finance expense from continuing operations	**9**	**33**

Tax

	2011 $m	2010 $m
Profit from continuing operations before tax	254	156
Add amortisation on intangible assets arising on acquisition	-	11
Adjusted Profit	**254**	**167**
Underlying tax charge	92	58
Credit in relation to deferred tax on amortisation of intangible assets arising on acquisition	(17)	-
Tax charge per financial statements	**75**	**58**
Effective tax rate on continuing operations	**29.5%**	**34.7%**

Exceptional items

	2011
	$m
Business divested or to be divested	2,294

Cash flow

	2011 $m	2010 $m

Engineering

	2011 $m	2010 $m	% change
Revenue	**1,459**	1,239	18%
EBITA	**162**	122	33%
Margin	**11.1%**	9.8%	1.3pts

- Revenue up 18% reflecting increased activity in upstream and subsea & pipelines, downstream, process & industrial in line with prior year
- Increased margins reflecting higher volumes and some improvements in utilisation and pricing
- Increase in revenue and margins led to EBITA up 33%
- Headcount increased by 2,200 due to increased demand for services in upstream and subsea & pipelines, together with acquisitions in Saudi Arabia and Latin America

Strong revenue growth and margin

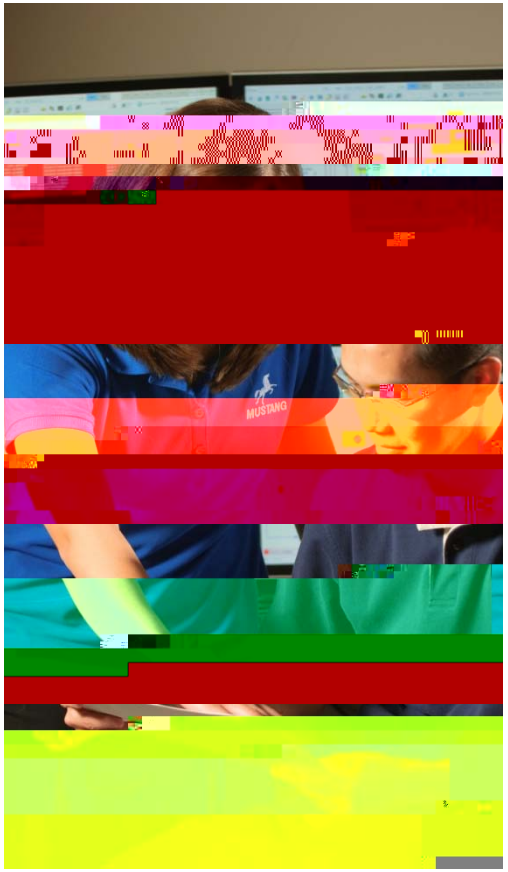
Engineering

- Upstream (40% of revenue)
  – good growth in US and Canada
  – framework agreement secured with Saudi Aramco
  – first contract awards for JV in Malaysia

- Subsea & pipelines (40% of revenue)
  – continues to perform strongly
  – high activity in Australia and UK
  – onshore pipelines benefitting from liquids focused US shale activity

- Downstream (20% of revenue)
  – refining market in North America remains flat
  – some early signs of improvement in process and industrial

- Looking ahead
  – good order book increase in the first two months
  – recent awards support growth (Ichthys, Tubular Bells, Shell subsea framework agreements)



Further revenue growth and margin improvement expected in 2012

Wood Group PSN

	2011 $m	2010 $m	% change
Revenue	**3,013**	2,041	48%
Pro forma Revenue	**3,376**	3,215	5%
EBITA	**153**	101	51%
Pro forma EBITA	**175**	198	(12%)
Margin	**5.1%**	5.0%	0.1pts
Pro forma Margin	**5.2%**	6.2%	(1.0% pts)

- Revenue up 48% and EBITA up 51%, due to post acquisition contribution of PSN
- PSN acquisition performed ahead of expectations
- EBITA losses in Oman and Colombia

Wood Group PSN

- Losses in Oman and Colombia of around $30m in total; Oman will continue to impact at a reduced level in 2012
- Oman (PDO): start up and mobilisation losses
  - low utilisation of field crew
  - difficulties in hiring personnel key to workflow planning
  - resource availability and transitioning
  - continuing to strengthen management team
  - mobilisation and transitioning continuing in H1 2012; profitable from 2013 onwards
- Colombia (Ecopetrol): providing for anticipated losses
  - prudent recognition of anticipated losses
  - strengthened management team
  - contract expected to complete in H2 2012

Action taken in Oman and Colombia; Oman continuing to impact in 2012

Wood Grou

Wood Group GTS

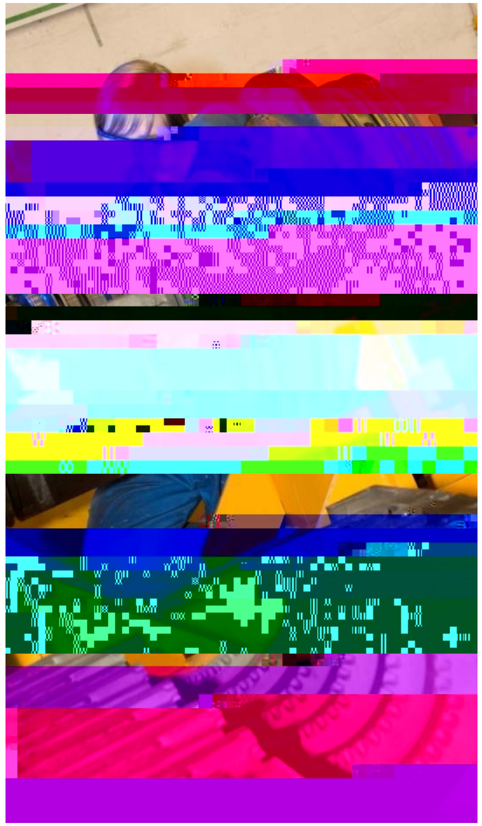
Wood Group GTS

- Maintenance - Oil & Gas
  - improved performance
  - good performance in Iraq
  - enhanced operating efficiency and product capability

- Maintenance - Power
  - market remained challenging
  - formed strategic alliance with Pratt & Whitney
  - enhanced combustion technology capability

- Power Solutions
  - good progress on Dorad and GWF projects providing visibility into 2012

- Looking ahead
  - further Maintenance growth despite challenges in power market
  - anticipate strong EBITA growth in Power Solutions in 2012



 Further Maintenance growth and good visibility in Power Solutions

Footnotes

1. *EBITA from continuing operations represents operating profit from continuing operations pre exceptional items of $262.9m (2010: $189.7m) before the deduction of amortisation of $78.7m (2010: $29.0m) and is provided as it is a key unit of measurement used by the Group in the management of its business. Total revenue and Total EBITA is the sum of the Continuing Operations and the activity of the Well Support business up to the date of disposal. This is a non-GAAP measure.*

2. *Shares held by the Group's employee share trusts are excluded from the number of shares in calculating earnings per ordinary share. Adjusted diluted earnings per ordinary share is based on the diluted number of shares, taking account of share options where the effect of these is dilutive. Adjusted diluted earnings per ordinary share is calculated on profit for the year before amortisation and exceptional items, net of tax.*

3. *Average net and average gross debt based on the average of the net and gross debt balances respectively at the end of each month.*

Appendix

Reconciliation of pro forma financial results

	2011 $m			2010 $m		
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Divisional characteristics and market drivers

	Typical Share of Group				