

The logo for WOOD, consisting of the word "WOOD" in a bold, blue, sans-serif font. The background of the slide features abstract, overlapping shapes in various shades of purple and pink.

Future Ready Now

Robin Watson - Chief Executive

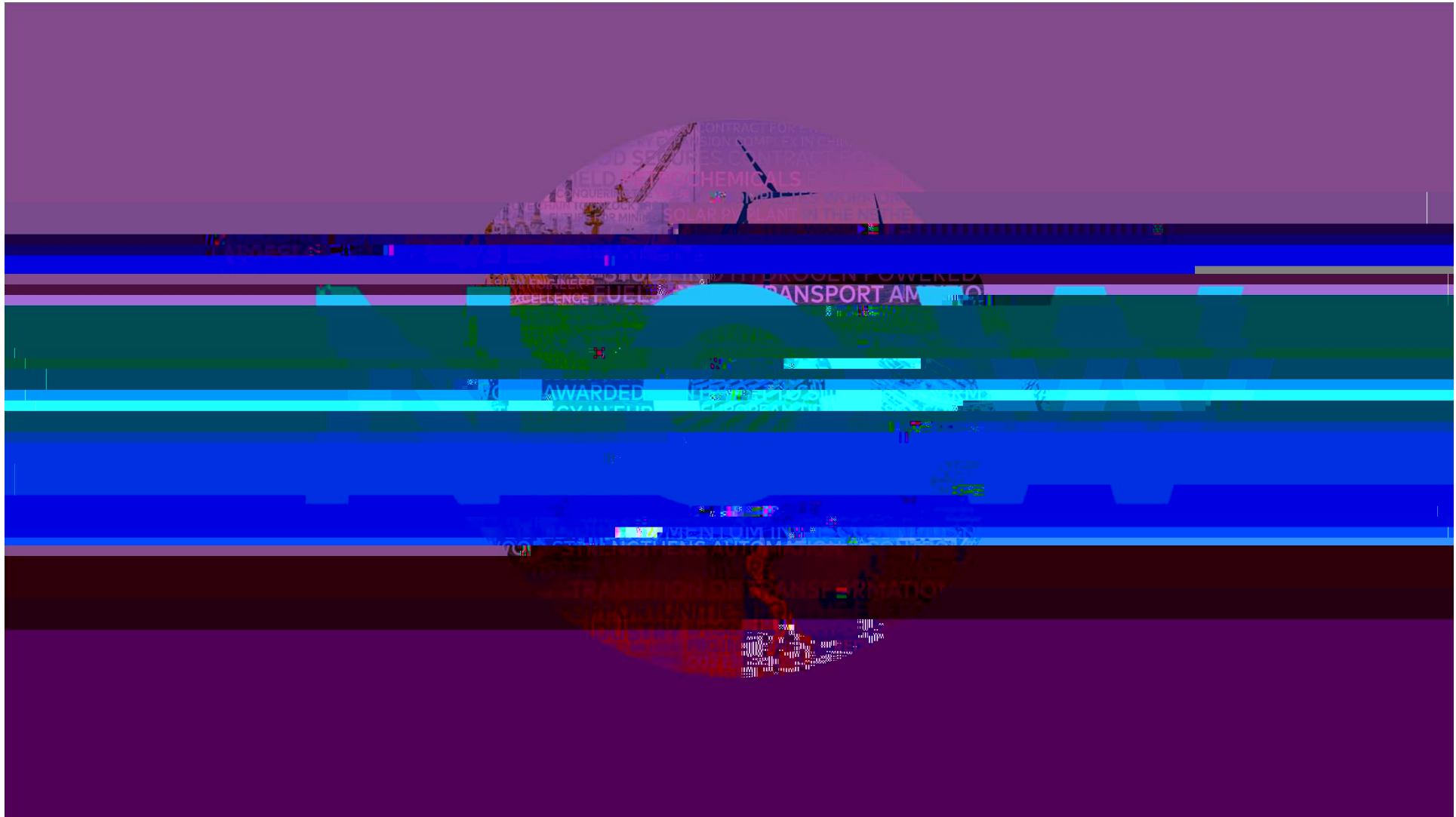
David Kemp - CFO

Joe Szulko - CEO ICS

7th November 2019







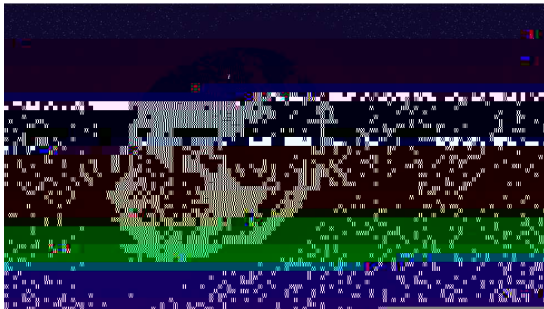
Our Strategic Objective

Premium, differentiated and high 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



Positioning for emerging trends in Energy and Built Environment markets



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**



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  and
across**

and the

With our strong track record of successful evolution

We are...

Well positioned for growth trends in energy and the built environment

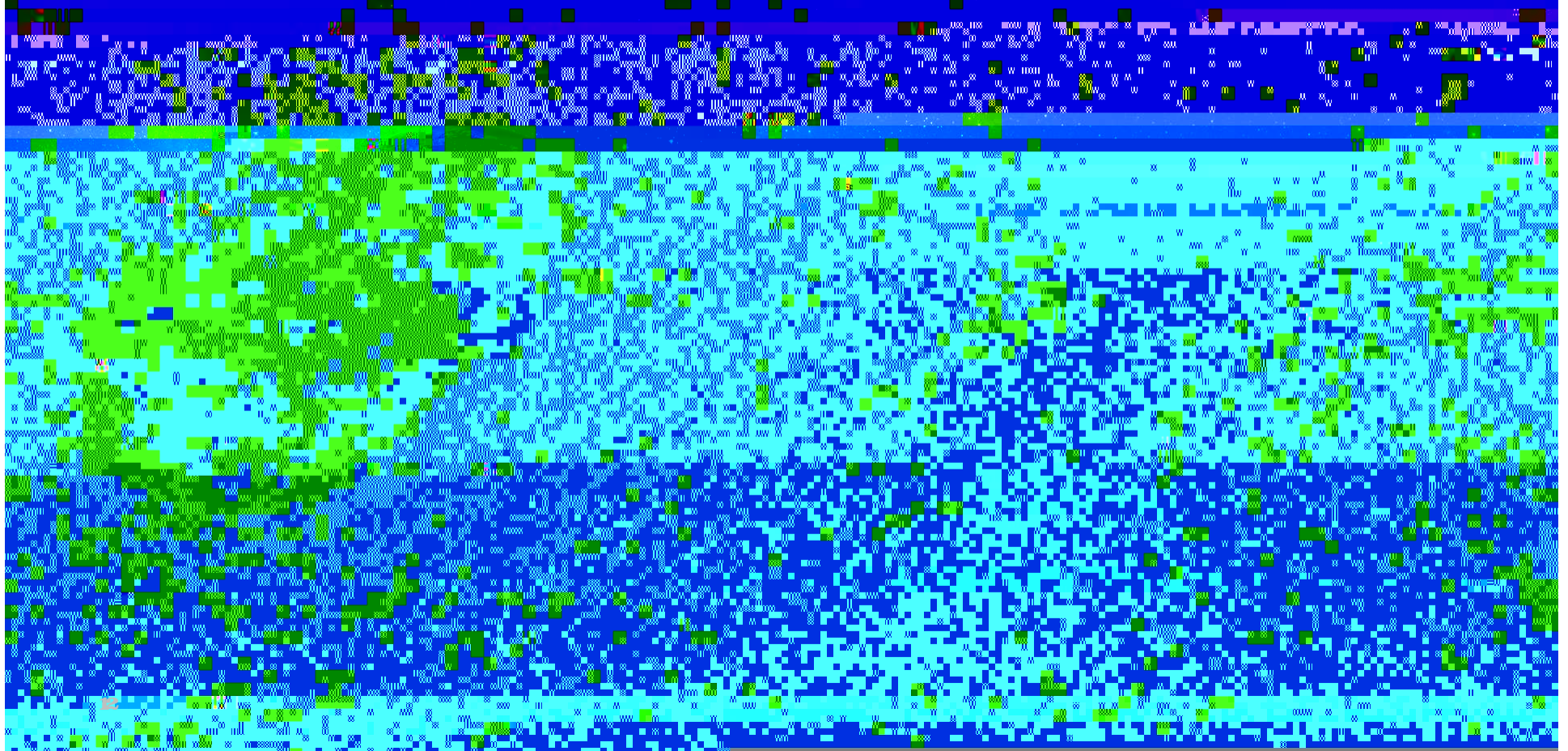
Energy security
& transition

Future skills

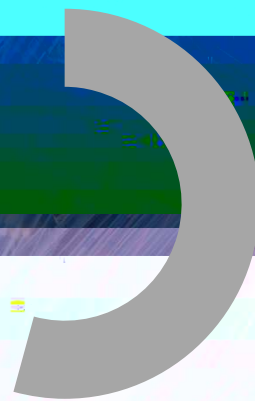
Digital &
technology

Sustainable
infrastructure
development

Guiding the energy transition towards a low carbon future

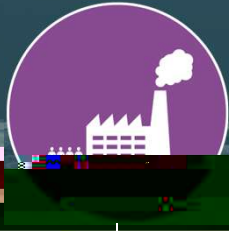


Finding the solutions for sustainable infrastructure



The data tsunami is changing everything

Industry 1.0



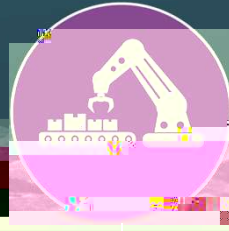
1784

Industry 2.0



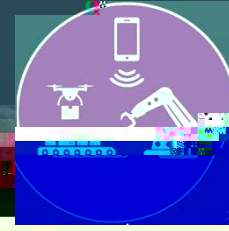
1870

Industry 3.0



1989

Industry 4.0



Today

Global internet traffic

1987 - 21B (10^7 bytes)

Source: Nature News

1997 - 61B (10^8 bytes)

2007 - 54B (10^9 bytes)







We are positioned for success...

by:

- **Unique range of capabilities & position amongst peers**
 - **Commercial versatility & risk appetite**
 - **Cross-selling ability**
 - **Breadth of markets & customers**

Agile positioning ahead of market transitions

Acquired capability in	Acquired capabilities in and	defined by service & back office efficiency	AFW provides & end markets & capability	Strategic review of business Accelerated &	Portfolio rationalisation and disposed
	cost savings delivered	cost savings delivered	synergies delivered	synergies delivered	synergies expected
 <p>Upstream Oil & Gas</p>					 <p>Upstream Oil & Gas</p>





Flexible, asset light model



Strong cash generation



Strategic market positioning



**Leading position
in core markets**

**Commercially versatile
with measured risk
appetite**

**Blue chip
customers and
OECD weighting**

**Balanced across
spending**



An optimal service offering for the next strategic phase

Wood is a global leader in the delivery of project management, engineering consulting and technical services to energy and built environment customers



			Environmental consulting



Creating Technical Consulting Solutions (ICS)



TCS: Full lifecycle consulting solutions





Refinery Project

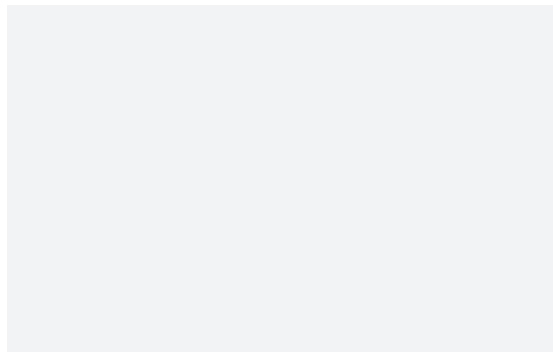
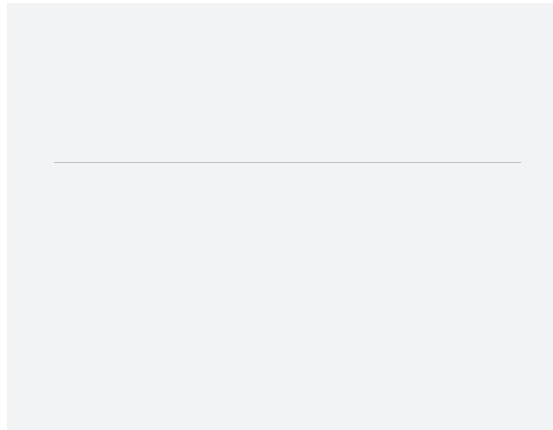
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Groundwater Project

- **Over 100 million gallons treated to non detect levels for PFAS**
- **Wood scope study, design, implement innovative treatment systems**

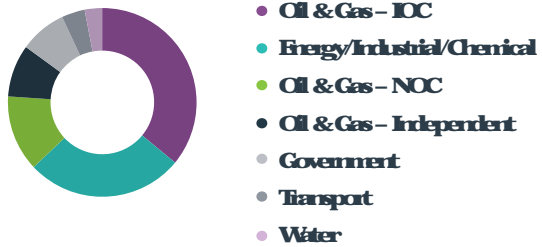
Location USA





Differentiated by breadth of customers and markets

Revenue by Customer (Top 20)



**Strategic market
positioning**

**Projects, operations and
consulting services**



Commercially versatile



Delivering the 2023 vision



WELCOME TO THE FUTURE OF BUSINESS



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



Developing our digital & technology capability

Digital Twin, Spatial & GIS
(Including Automated Inspection)

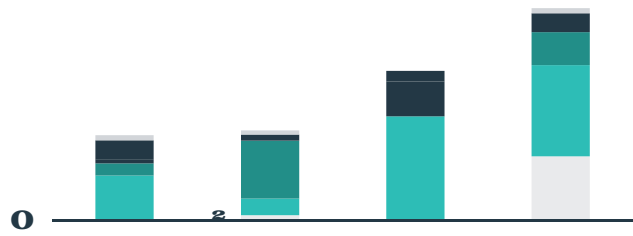


Materiality

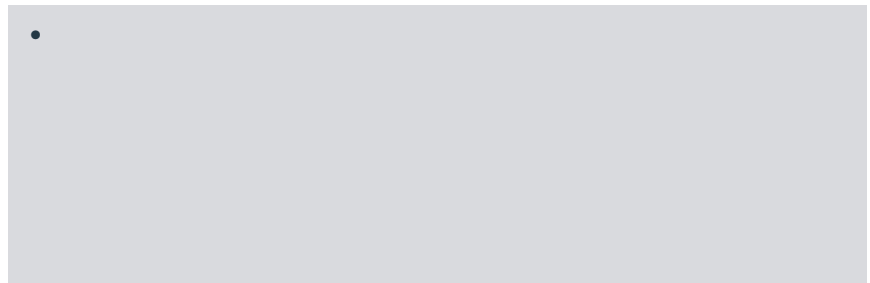


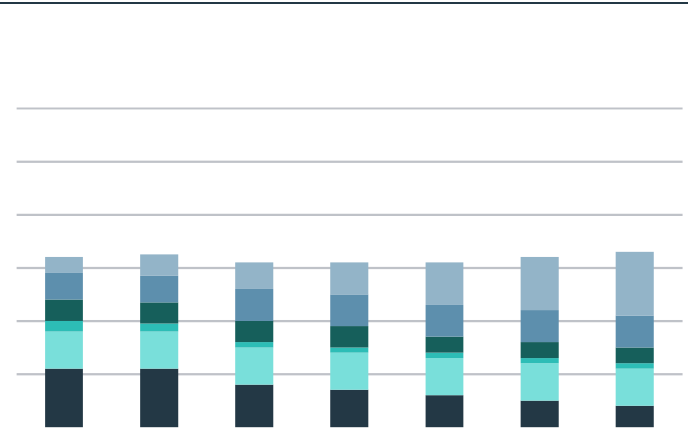
Scalability



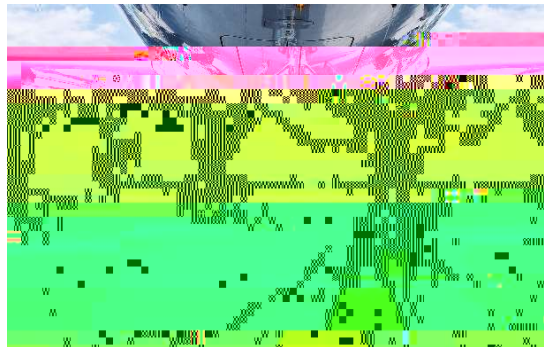


TCS: Tactical plans

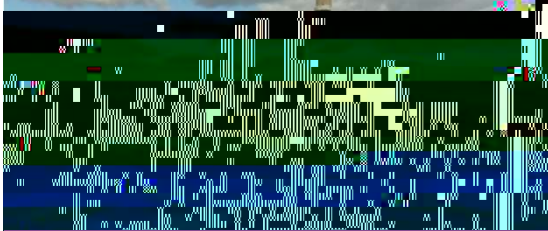




Aligned with Energy Security & Transition and Sustainable Infrastructure



Fossil unit separation & decommissioning Michigan



coal fired power plant decommissioning & repurposing

- fossil units separated from remaining gas units
- previous coal fired plant shut down projects led to this award
- expected date for remaining plant retirement

-







Financial strategy underpinning 2023 vision

David Kemp - CFO

Financial strategy for value creation

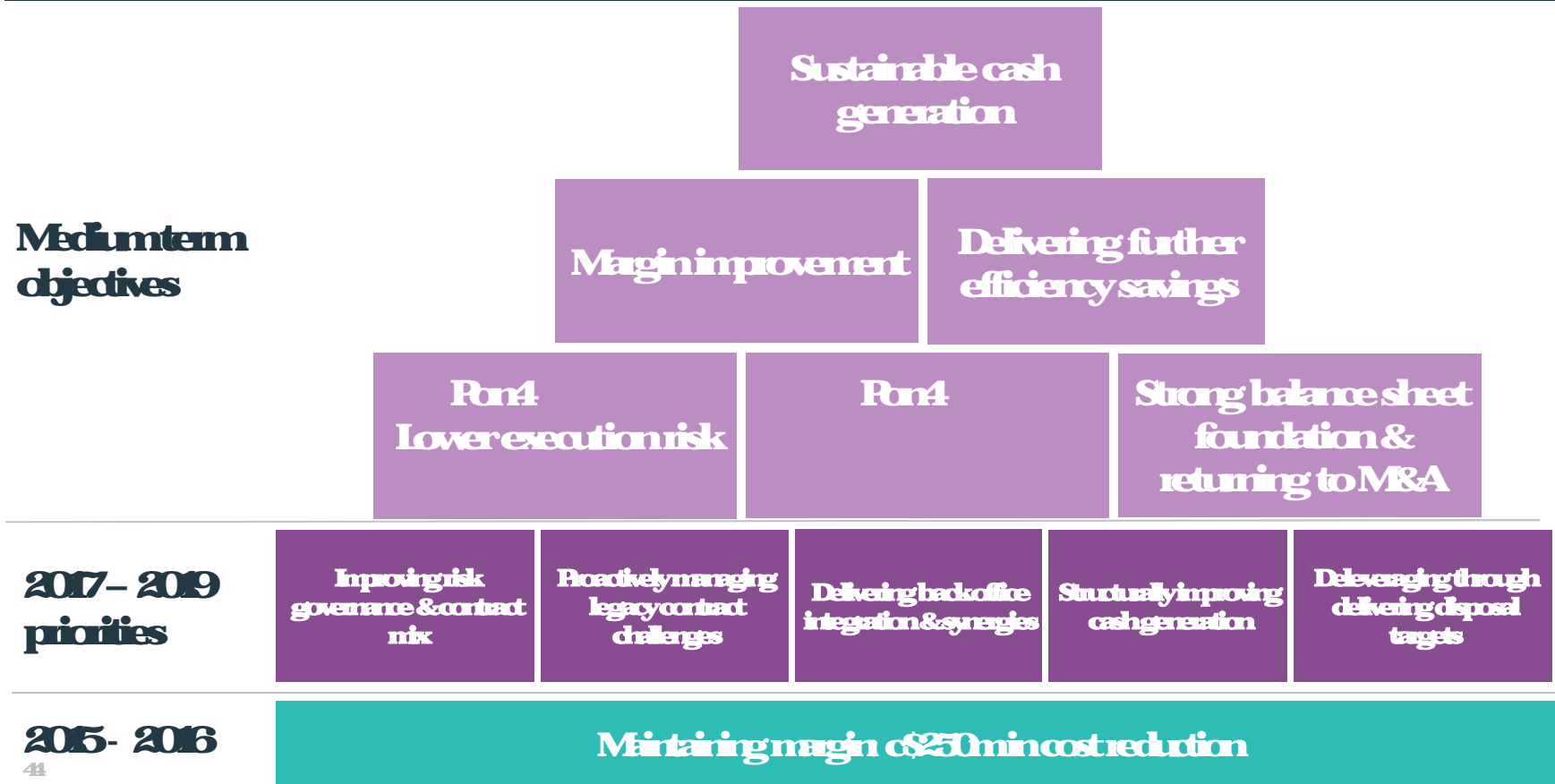
Build on the existing business model to drive the next cycle

Build on to deliver:

- Sustainable cash generation
- Margin improvement
- Revenue growth

Enabling priorities

Laying the foundations of sustainable earnings growth and cash generation



AFW integration: recognising and addressing the challenges

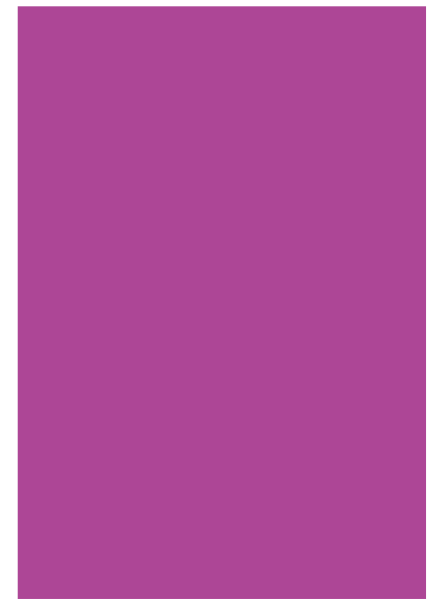


- **Accelerated and increased cost synergies (> \$210m)**
- **Improved risk governance framework**
- **Back office integration**
- **Delivering legacy contracts & exiting underperforming contracts**
- **Focus on cash & working capital**
- **Revenue synergies > \$600m delivered**



- **Slower market post deal**
- **Legacy contract issues larger & longer than anticipated**
- **Retaining benefits of improved cash generation**







Robust risk governance process underpinned by measured risk appetite

10 point scoring matrix for lump sum/high risk contracts

Risk based tender governance policy & approval process

Tender review committee for high value/risk/complexity tenders

Operations assurance

Strategic projects function

Project and risk reviews



Driving sustainability in cash generation



- Receivables
- Payables
- Advances

- • Average DSO 70-80 days
- 60 day payment terms
- Build/unwind linked to EPC activity



- ERP implementation
- Engineering software
- Property plant & equipment | n | stf m sa Q



Future cashflows to benefit from significant reduction in provision outflows

<ul style="list-style-type: none"> • Historic asbestos exposure personal injury claims 	\$22m	c\$35m	c\$35m in 2020 reducing thereafter Annual P&L cost impacted by c\$35m per 10bps change in bond rates
<ul style="list-style-type: none"> • Estimated future cost/claims including Aegis • Large number of smaller provisions reflective of 			

Building strong medium term free cashflow



Capital allocation focused on a strong balance sheet foundation

**Strong balance sheet
foundation**

Dividend & dividend cover

Capex

Bolt on acquisitions



The background of the slide is a solid teal color. Overlaid on this are several large, overlapping semi-circles in various shades of teal and light blue, creating a layered, abstract effect.

Summary

Delivering the vision sustainably

Robin Watson – Chief Executive

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Where we are headed & who we are

Inspire with ingenuity
Partner with agility

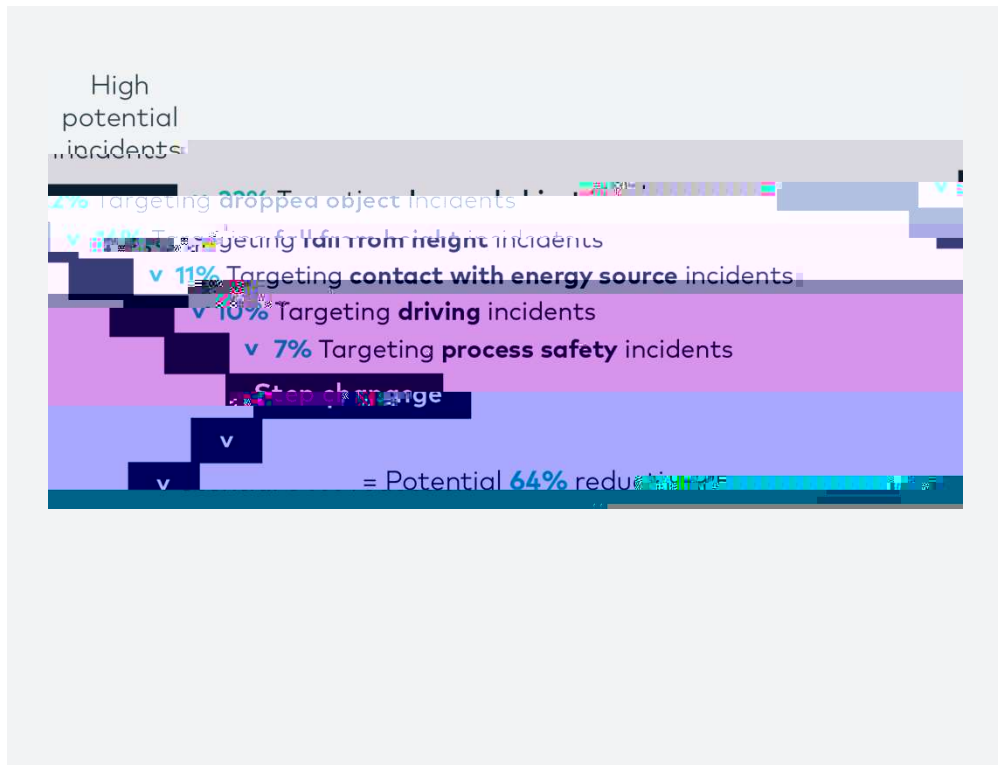
Care
Courage

Create new possibilities.

Commitment

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

- Driving
- Dropped objects
- Working at Heights
- Process Safety





Summary- Strategic priorities to 2023

