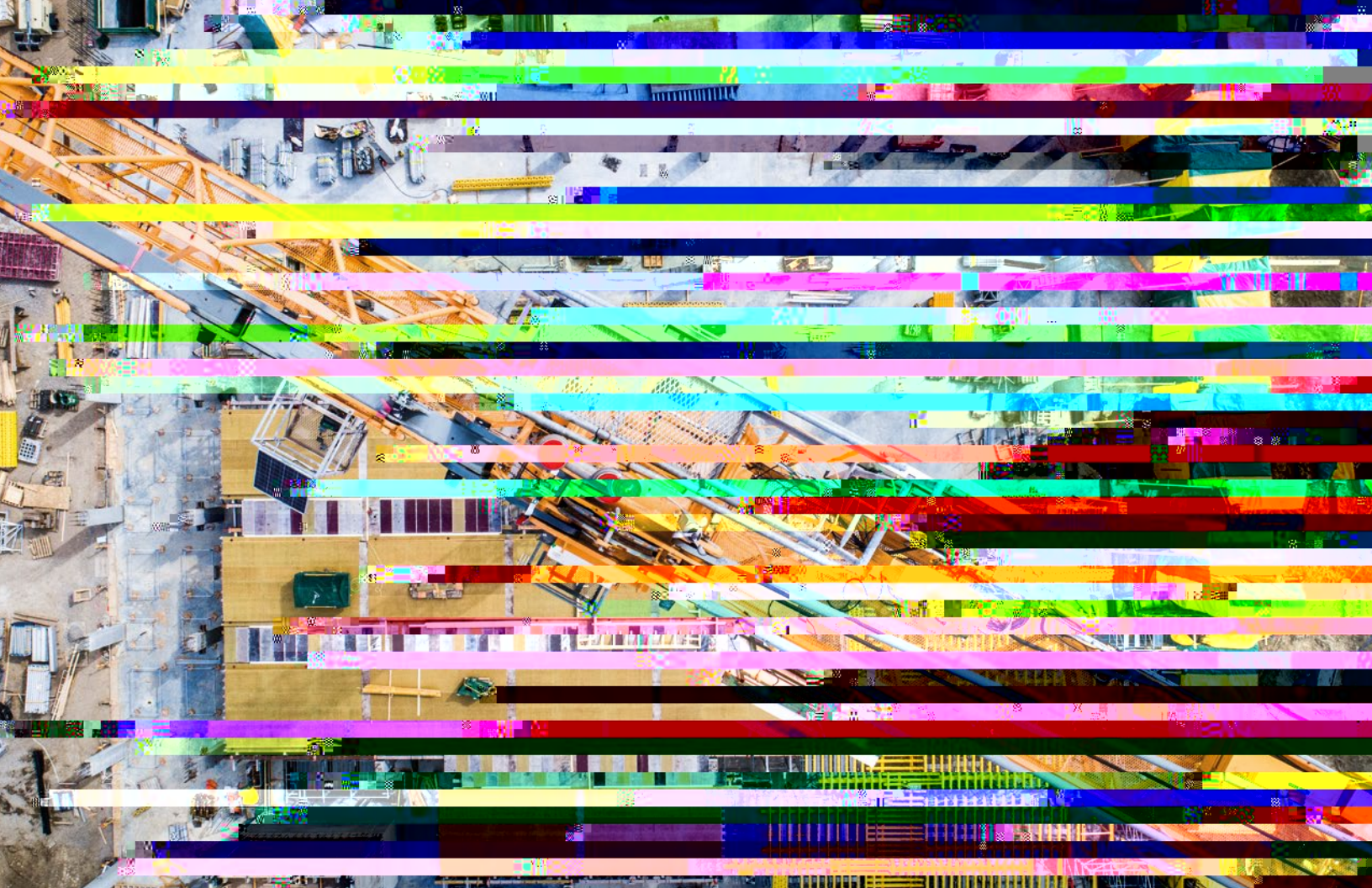


Operations Solutions



Wood is a global leader in project delivery, engineering and technical services, providing efficient, integrated solutions across the asset life cycle in multiple sectors. We are proud of our rich heritage which underpins our unrivalled breadth and depth of capability. We employ people with the brightest minds and the sharpest skills, who use our leading-edge technology to help our customers succeed.

160+
year heritage

60,000
employees

60+
countries

Our differentiators include our extensive range of services, the quality of our delivery, the passion of our people and our unique culture. True to our values, we work in an open and transparent way; a committed partner to our customers, supply chain and the communities we work with.

Our values set the tone for what is important in our business, they are the essence of our identity and fortify everything we do.

Care

Working safely with integrity, respecting and valuing each other and our communities

Commitment

Consistently delivering to all our stakeholders

Courage

Pushing the boundaries to create smarter, more sustainable solutions



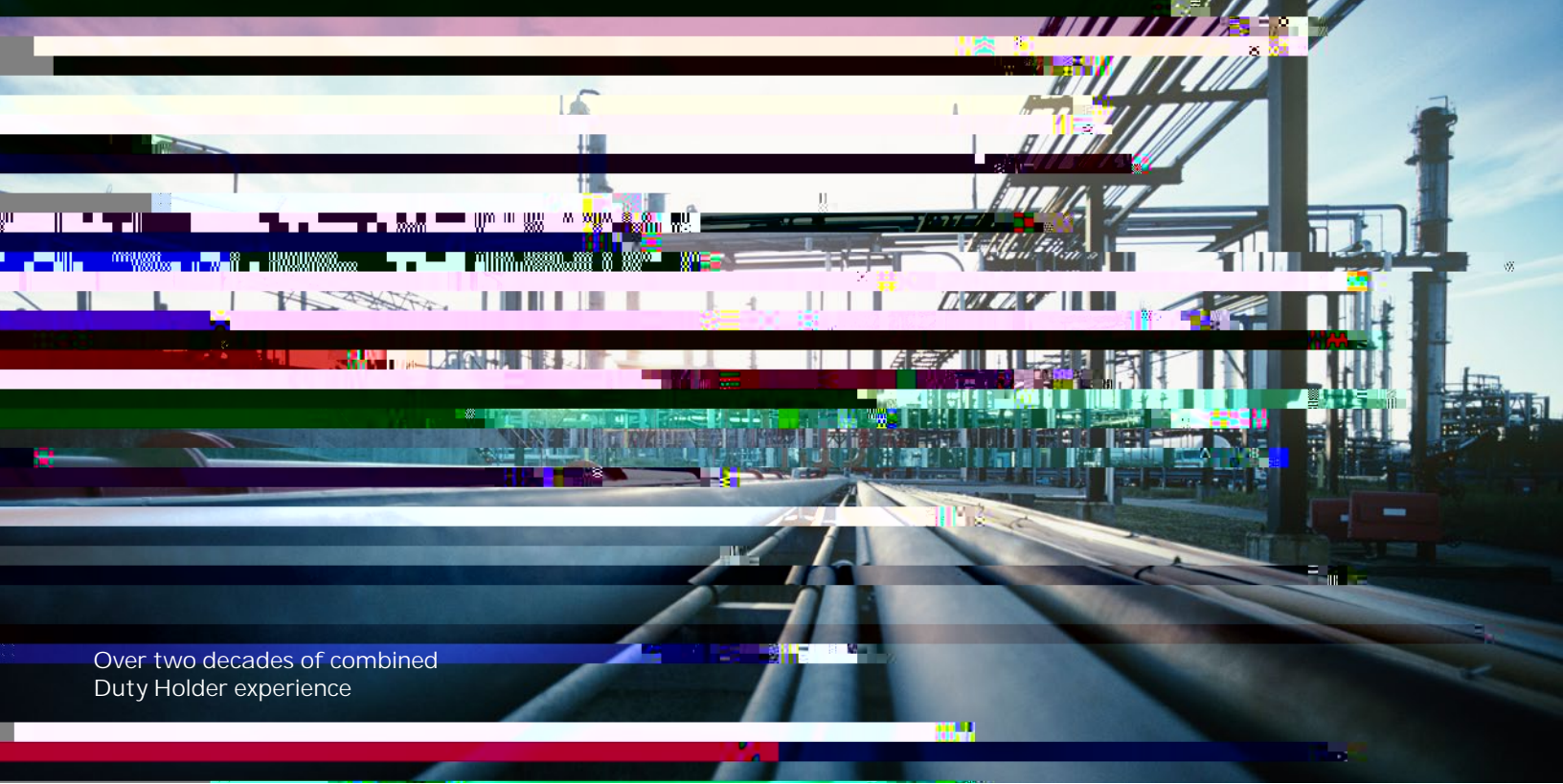
"Each and every individual in our business has the ability to make a significant impact to our safety delivery. Safety is what we care about most and being safe means looking out for yourself and showing care for your colleagues. Keep safety at the heart of every conversation you have."

Robin Watson,
Chief Executive

Our complete range of services assist customers at every stage of the asset life cycle. No challenge is too big or too small. Our highly experienced teams ensure safe delivery, increased efficiency and reduced cost.

Wood is at the leading edge of operational delivery across sectors and locations. Our comprehensive





Over two decades of combined
Duty Holder experience

Operations

With more than 100 years of operational experience we know how to push the operating envelope on your asset's performance, reliability and lifetime.

Operational excellence

Our comprehensive in-house competency programme is designed to offer a consistent service that pushes us towards excellence in all areas of operational delivery. Safety is the first and last thing on our minds. We design safety up front within our procedures, build it into our deliverables and ensure it gets the highest priority throughout execution. We recognise the potential for incidents at any point. The greatest assurance we can offer is to keep all operations safe, for our customers, our vendors and our own personnel. We offer:

- Operating strategies
- Risk analysis and mitigation plans
- Selection, training, and assurance of operations team competency

The performance of every component at every level is balanced with the needs of the asset. The basis of our integrity support is having a clear strategy for the life of the asset. We take a holistic approach that considers operational life and factors in overall performance needs to optimise integrity planning. We've worked hard to develop a fully integrated portfolio of services that support operational integrity.

Our capabilities include:

- Manpower services
- Inspection
- Integrity strategies and management
- Shutdown / turnaround
- Due diligence
- Logistics

Long term partnership

CATS is a gas processing facility in Teesside, North England with infrastructure including 404km 36" subsea gas pipeline with a capacity of 1.7bcfd. The system currently serves over 30 producing fields connected via a series of production hubs. In a long-term contract, Wood plays a major part in ensuring a successful outcome for the CATS business. The services we provide include:

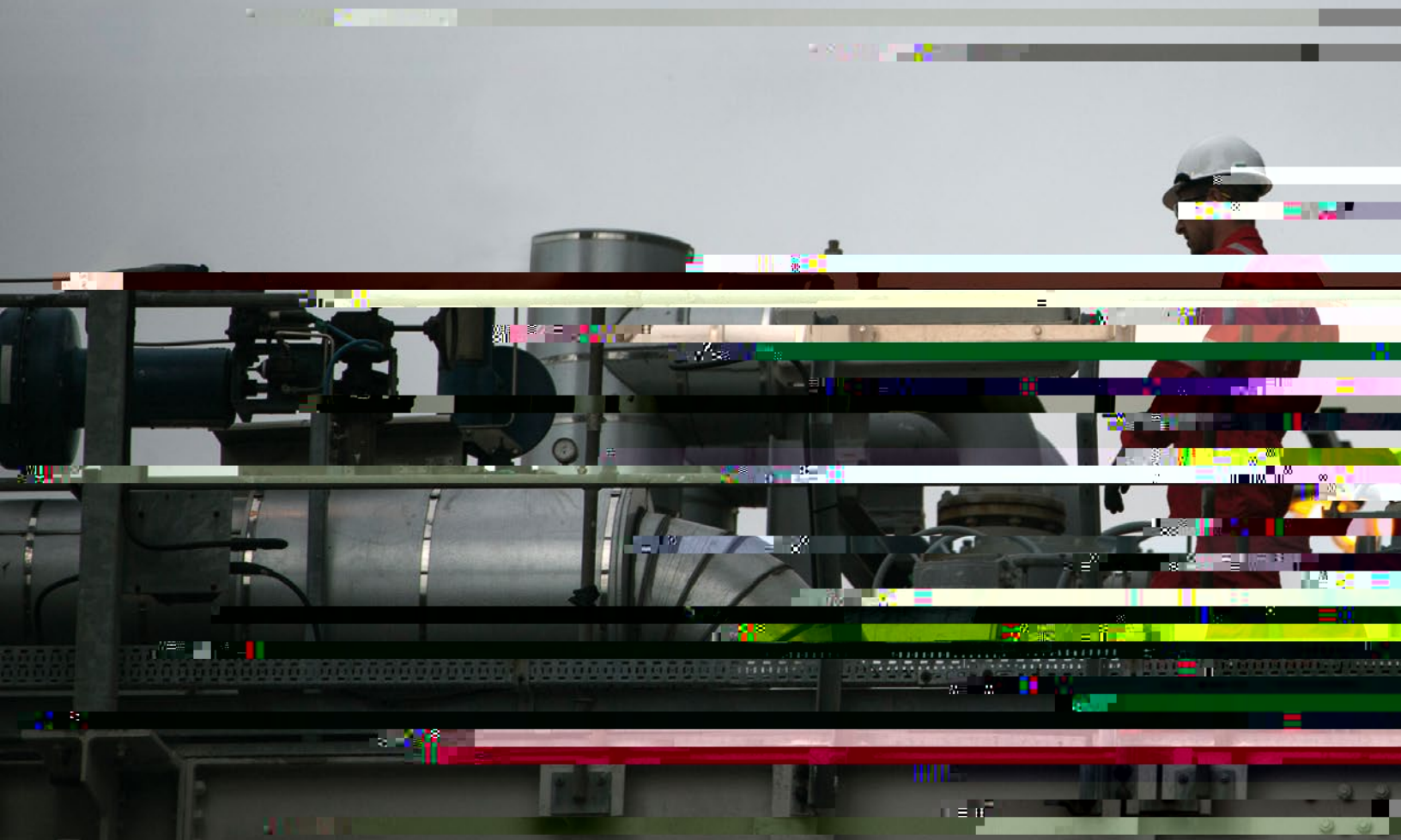
- Facilities engineering and modifications
- Industrial services
- Maintenance management
- Operations services
- Pipeline integrity

Maintenance

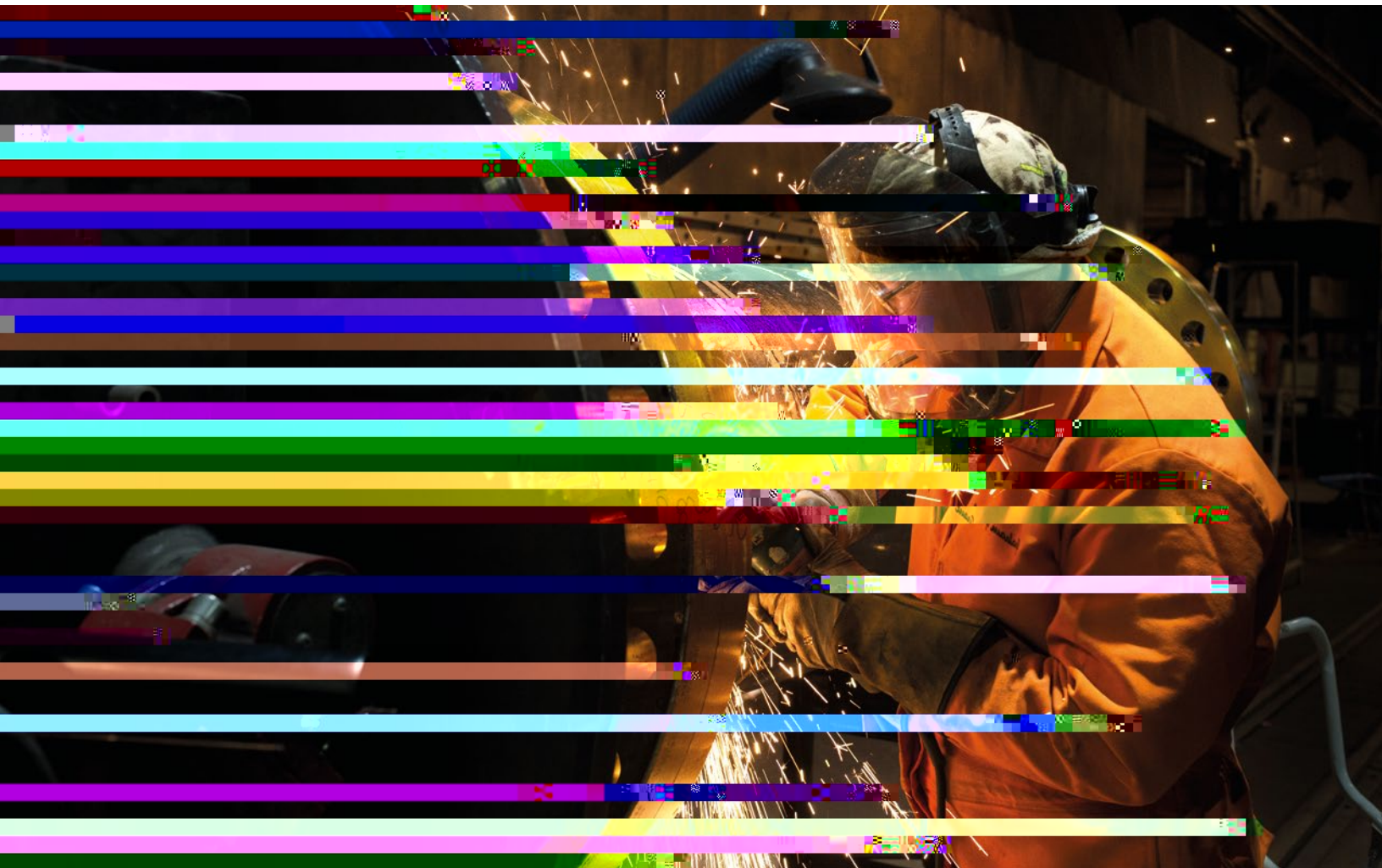
Our maintenance experts work hand-in-hand with operations to ensure assets continue to operate effectively with no unexpected failures or downtime.

We have the right people

Our maintenance services begin with quality people. We hire the best technicians and service personnel who are experienced, dedicated and



Modifications





Aircraft carriers – Rosyth

- Scaffolding
- Mobile & Static Containments
- Painting
- Composite services
- Rope Access

Industrial services

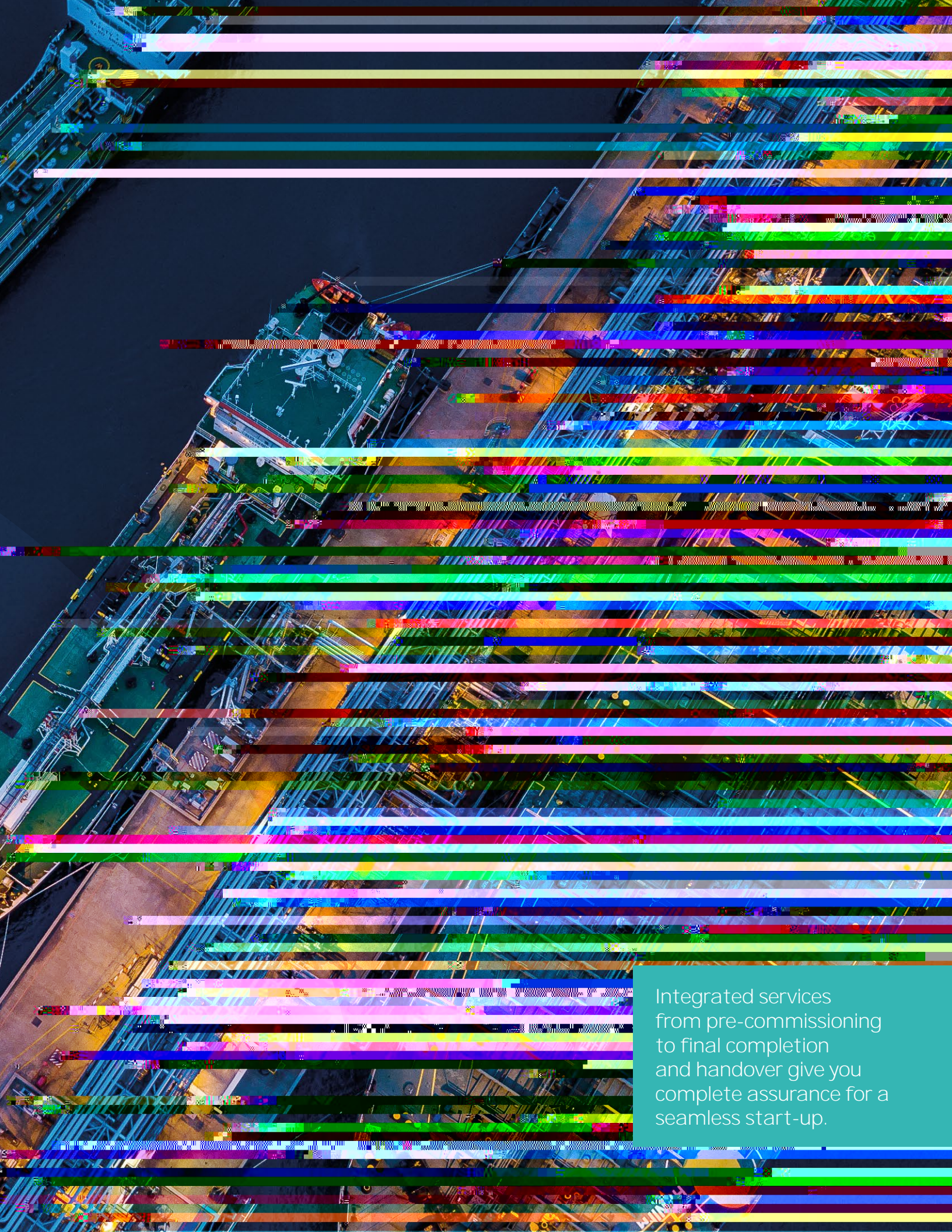
We are a market-leading provider of fabric maintenance, access, specialist cleaning, mechanical, electrical, instrumentation and specialist services.

Our in-house expertise, capabilities and skills enhance the structural integrity of industrial assets, helping to maximise operational time and lifespan of structures and facilities. We have the capacity to deal with projects of all sizes, from one-off capital projects to complex infrastructure programmes and rolling fabric maintenance contracts.

- Fabric maintenance - Our comprehensive range of industrial support services effectively manages all your fabric maintenance and corrosion management requirements including painting, insulation and passive fire protection.
- Access services – We are an established supplier of access services specialising in scaffold design, inspection, installation and rope and alternative access.
- Specialist cleaning - We provide industrial cleaning services support and asbestos remediation.
- Construction services - Our services extend to all types of building work – from one-off individual projects to high profile development schemes and include refurbishment as well as new-build activities.
- Specialist services - We provide a suite of specialist asset integrity support services including positive pressure habitats, heat treatment and composite wrap repairs to prolong the longevity of our customers' assets and drive cost efficiencies across time-critical projects.

We have built our experience in some of the most competitive environments around the world. Cost is always a key focus but we balance this with the added value, assurance and safety performance that underpins our reputation.





Integrated services from pre-commissioning to final completion and handover give you complete assurance for a seamless start-up.

Decommissioning

Safe, cost effective late life retirement and decommissioning solutions for any size project.

Decommissioning is a core Wood capability founded on global strength and expertise from our offshore and onshore engineering, operations, maintenance, nuclear and duty holder services. We can help you plan and manage your decommissioning project, from the small to the highly complex. We focus on providing safe, fit-for-purpose and environmentally responsible solutions ensuring cost certainty and efficiency while protecting your reputation.

Our services can be delivered on a standalone contract basis or as part of an integrated late-life asset retirement and decommissioning proposition. All our decommissioning services are underpinned by strong programme management and delivery capability with key strategic alliances addressing all elements of delivery.

We provide all stages of asset decommissioning including strategic planning, late life asset management, implementation and removal as well as remediation and post removal monitoring.

Our strategic planning for late life concentrates on:

- Maximising capacity during late life operations
- Optimising the transition between production/generation and shut down phases
- Minimising asset expenditure and decommissioning costs across defined timelines
- Managing regulatory compliance throughout the process

We deliver innovative, safe and cost-effective solutions for decontamination, dismantling, deactivation and demolition of high-hazard plants and sites. We combine safe

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Largest offshore lift

In 2017 we were awarded a contract to support Shell in the decommissioning of their Brent Bravo platform in the North Sea. Wood was responsible for preparing the platform for removal via a single lift methodology including structural strengthening and installation of under deck lift points. The contract followed on from our work on the Brent Delta which culminated in the topsides removal in 2017, which at 24,200 tonnes was the heaviest marine lift ever undertaken at sea.

24,200
tonnes

