



# Full Year Results 2021

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*Chief Executive, Wood plc*

Introduction

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Overview of 2021 performance

## Financial Review

*Chief Financial Officer, Wood plc*

Underlying financial results overview

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Revenue reflects decline in Projects business





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Free cash flow

Net debt movement

Reasons for our negative free cash flow in 2021

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## CEO Review

*Chief Executive, Wood Group*

Contract mix across the Group

De-risking: reducing lump sum turnkey risk















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David Kemp:

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Mark Wilson:





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Robin Watson: