

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

Strategic progress and strong growth in the first year of our strategy.

Delivered results in line with expectations - revenue growth across all business units, strong EBITDA growth

Continued growth momentum - order book up 7% like-for-like, improved pricing

Growing our sustainable solutions business to \$1.3 billion - up 15%, now 22% of the Group

Simplification to enhance strategic delivery.

Focus on driving higher margins - through growth, evolving business mix, improved pricing and taking action on cost

Simplification programme to drive efficiency - to improve both EBITDA and EBIT margins and future cash generation

Aligning our portfolio with our strategy - sale process of EthosEnergy progressing with smaller disposals to follow

Upgraded our outlook.

Upgraded 2024 outlook

- Adjusted EBITDA growth towards the top end of our mid to high single digit target (before disposals)
- Cash performance to continue to improve

Upgraded medium-term outlook

- Simplification programme expected to add to our growth potential, leading to EBITDA growth in 2025 above our medium-term target
- On-track to deliver 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

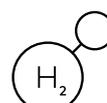
Delivering energy security



Chemicals

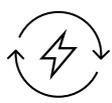
Rising global demand

Small markets with substantial growth.



Hydrogen

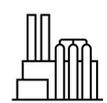
Enabling energy transition



Carbon Capture

Enabling energy transition

Large markets where we will significantly grow our share.



Minerals

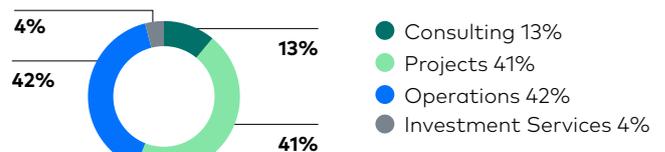
Minerals for net zero



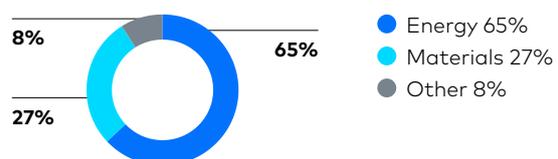
Life sciences

Rising global demand

Business splits

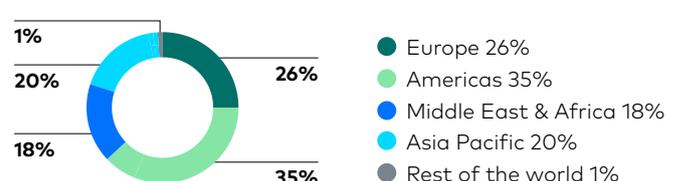


FY23 revenue by BU



FY23 revenue by sector

Geographical split

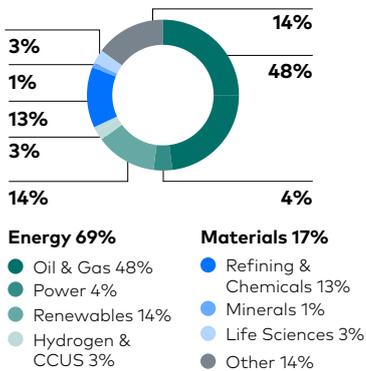


% of FY23 revenue

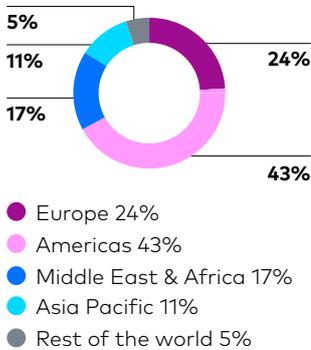
Consulting

- 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

FY23 revenue by sector



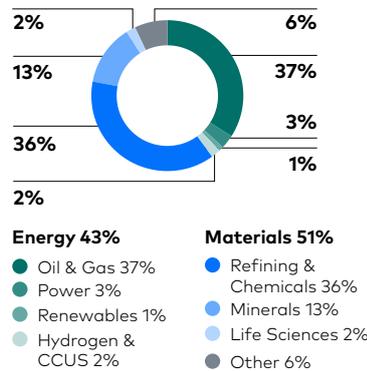
FY23 revenue by geography



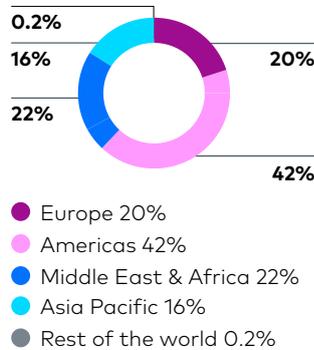
Projects

- 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

FY23 revenue by sector



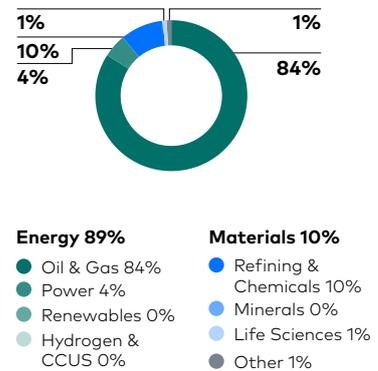
FY23 revenue by geography



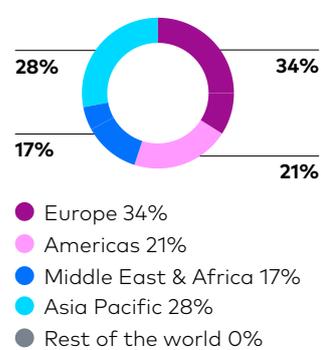
Operations

- 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

FY23 revenue by sector



FY23 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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