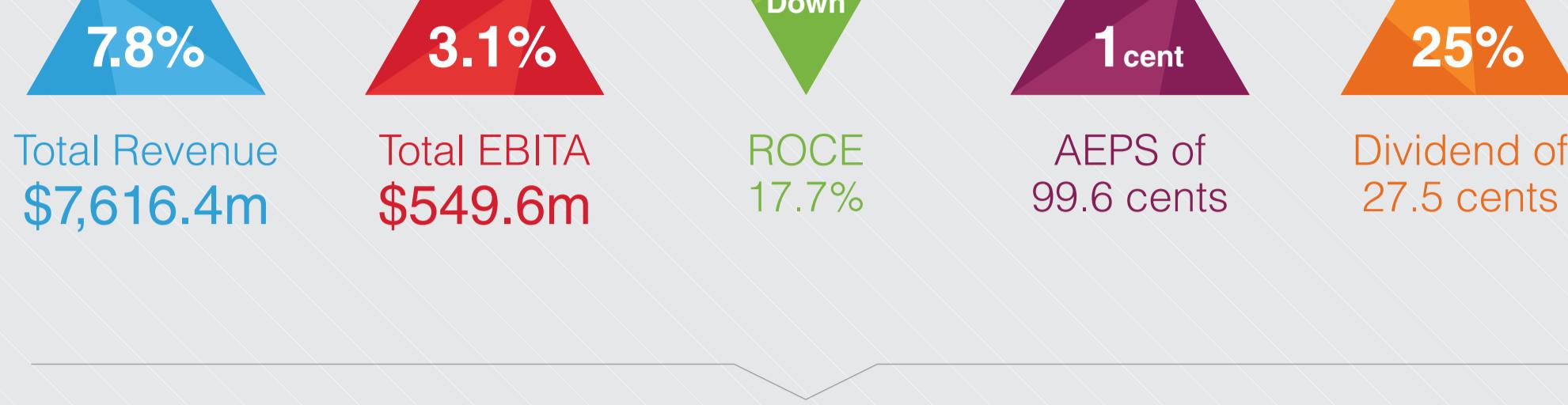




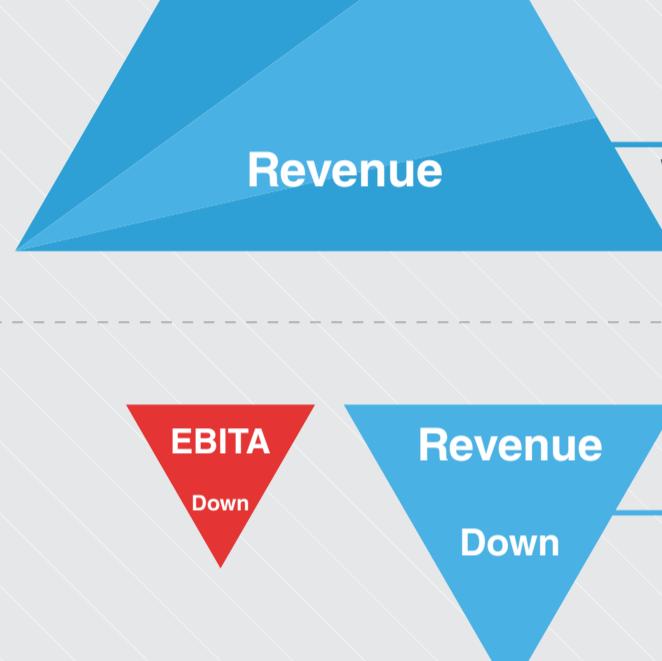
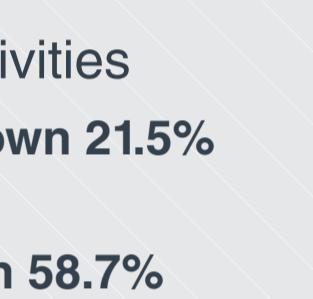
Financial Highlights



Wood Group PSN

Revenue up 16.0%
at \$4,636m

EBITA up 30.4%
at \$342m



Approximate % of revenue

Americas: 40%

Growth led by US shale including Elkhorn

North Sea: 40%

Focus on helping customer efficiency

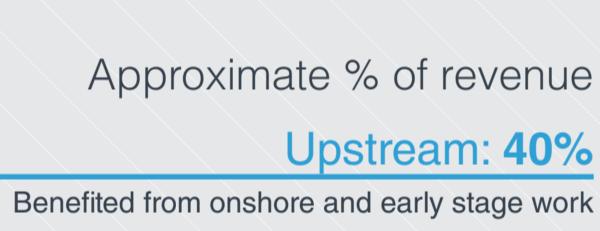
International: 20%

Wins with Exxon and Woodside in Asia Pacific
Expansion in Middle East

Turbine activities

Revenue down 21.5%
at \$850m

EBITA down 58.7%
at \$33m



Approximate % of revenue

Upstream: 40%

Benefited from onshore and early stage work

Subsea & Pipelines: 40%

Activity in Africa, Middle East and Caspian contributing to growth

Downstream, process & industrial: 20%

Refining and chemicals benefiting from lower gas prices

Operational Highlights

Safety



M&A



Collaboration



Full year benefit of 2013 acquisitions
– growth in Elkhorn and Pyeroy

Summary

Financial performance

- Performed well in 2014
- \$217m of new acquisitions extends scope
- Strong cash flow generation and balance sheet

Competitiveness

- Helping customers reduce costs and increase efficiency
- Focus on our own direct and SG&A costs

Relative resilience

- Primarily reimbursable
- Asset light, people based, flexible business model
- Broad range of contracts, customers, services and geographies