



Environment and Infrastructure Solutions

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Robin Watson – Chief Executive, Wood

Ann Massey – CEO, E&IS

Joe Sczurko – S&D President, E&IS

woodplc.com



Wood's differentiated capability...



on a global scale...



...across a broad range of industrial markets



that is
technology
enabled...



...with full service
capability across
the asset life cycle.

E&IS: A key strategic driver of the AFW acquisition



Infrastructure



Government

Additional capability & broader end market exposure



Asset light, people consultancy



Low volatility/
high predictability



Balanced across opex and capex spending



Short term: NAM growth
Long term: International expansion

Strong and experienced management team



Ann Massey | CEO E&IS

- BS Geology, Tennessee Technological University
- MBA, Tennessee Technological University
- 35 years progressive experience in E&I industry as Project/Program Manager, Client Account Manager, Senior P&L Manager, CEO/President of MACTEC (acquired firm), S&D President
- Registered Professional Geologist

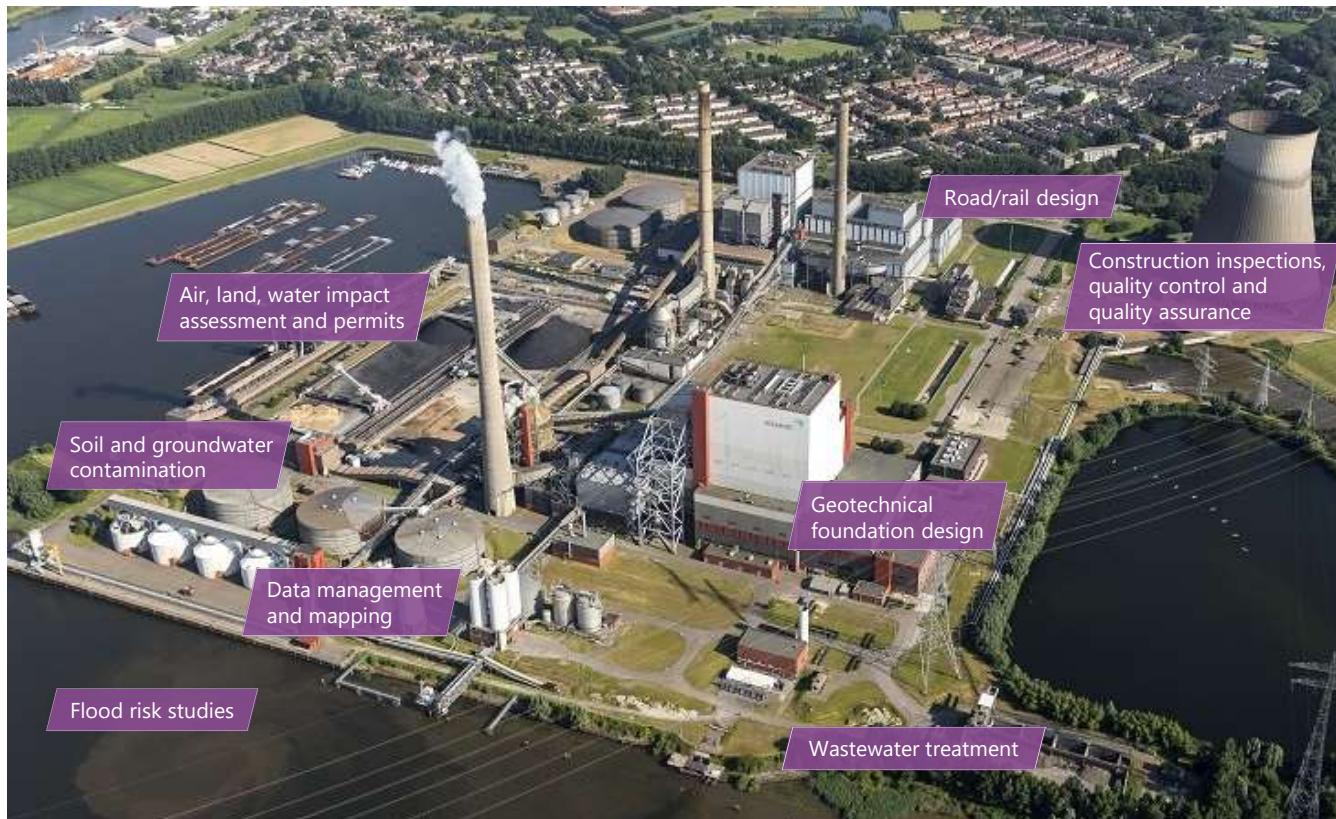


Joe Sczurko | President Strategy & Development E&IS

- Sc.B. Civil Engineering, Brown University
- M.S. Environmental Engineering, Carnegie Mellon University
- MBA University of Southern Maine
- 32 years progressive experience in E&I industry as Project/Program Manager, Client Account Manager, Senior P&L Manager, and S&D President
- Registered Professional Engineer



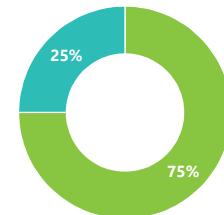
Supporting customers through a facility's life cycle



E&IS : who we are and what we do

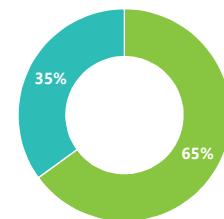
- Professional consultancy of engineers, scientists and project managers
- Broad offering - plan, design and engineer infrastructure and tackle complex environmental challenges
- Reduce environmental liabilities and maximise efficiency across the life cycle of customer's assets
- Flexible delivery model - predominantly "time-and-materials"

Our services



● Engineering/consultancy
● Project management/support

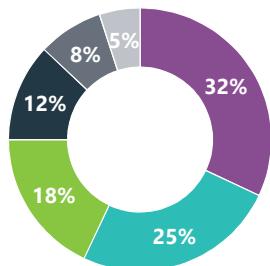
Our delivery model



● Reimbursable
● Fixed price

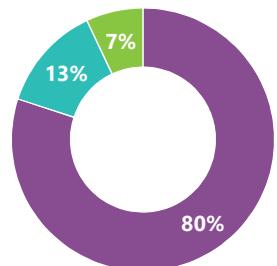
E&IS at a glance

Revenue* by **Service Line**



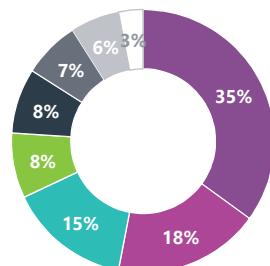
- Facility Operations
- Environmental Remediation
- Public Infrastructure
- Geotechnical & Materials
- Environmental Sciences
- Permitting & Compliance Services

Revenue* by **Geography**



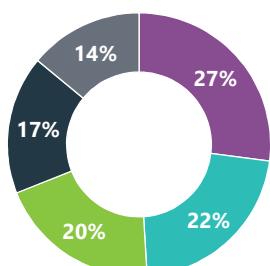
- US & Canada
- Europe
- RoW

Revenue* by **Sector**



- Government
- Industrial
- Transport
- Power/energy
- Water
- Oil & gas
- Mining
- Pharma

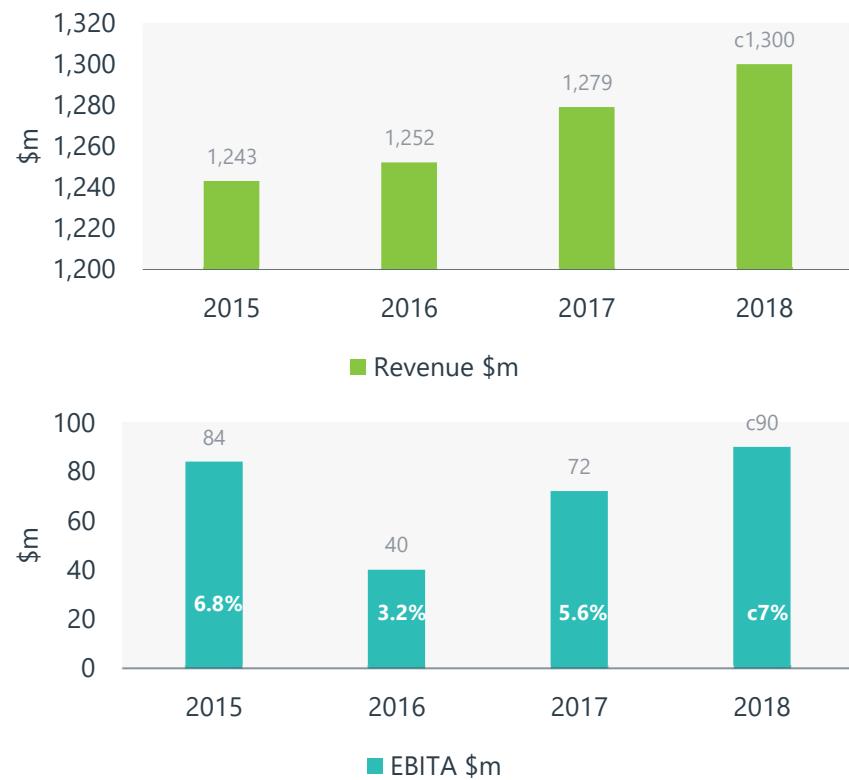
Top 20 Customers



- Industrial
- Government agencies
- Power/Energy
- Oil & gas
- Transport

Historic financial performance

- Reported revenues reflect flexibility and diverse sector focus
- Reported margins impacted by performance on inherited fixed price US Government projects
- Underlying historic margins >7% on average
- Sustainable margin performance at upper end of peer range and Wood business units
- Anticipate strong earnings growth for E&IS in 2018; margin c7%



Visibility extends beyond firm order book

Order Book

- Secured work equates to c.1yr of revenues
- c95% reimbursable/ low risk fixed price
- Average job c\$200k
- Reflects transactional, flexible, short cycle, lower risk business

Pipeline

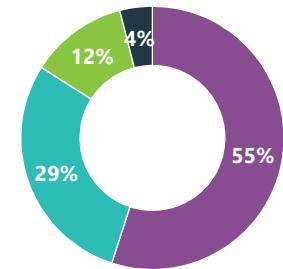
- > \$7bn identified opportunity pipeline
- Supported by significant long term framework agreements

Order Book at 30
June 2018

\$1.3bn c.90%

Repeat business

Order book by revenue type



- Reimbursable
- Small fixed price (consulting/engineering)
- Lump sum <\$100m
- Legacy fixed price US government contracts

Well positioned in fragmented growth market of scale

Growth market :
“GDP+”

\$40bn +
US environmental
[source: Engineering News Record]

Drivers:

- Environmental legislation
- Government agency spending
- Industrial spending/ economic growth

Top 10

market position
>200 competitors
[source: Engineering News Record]

Major competitors:

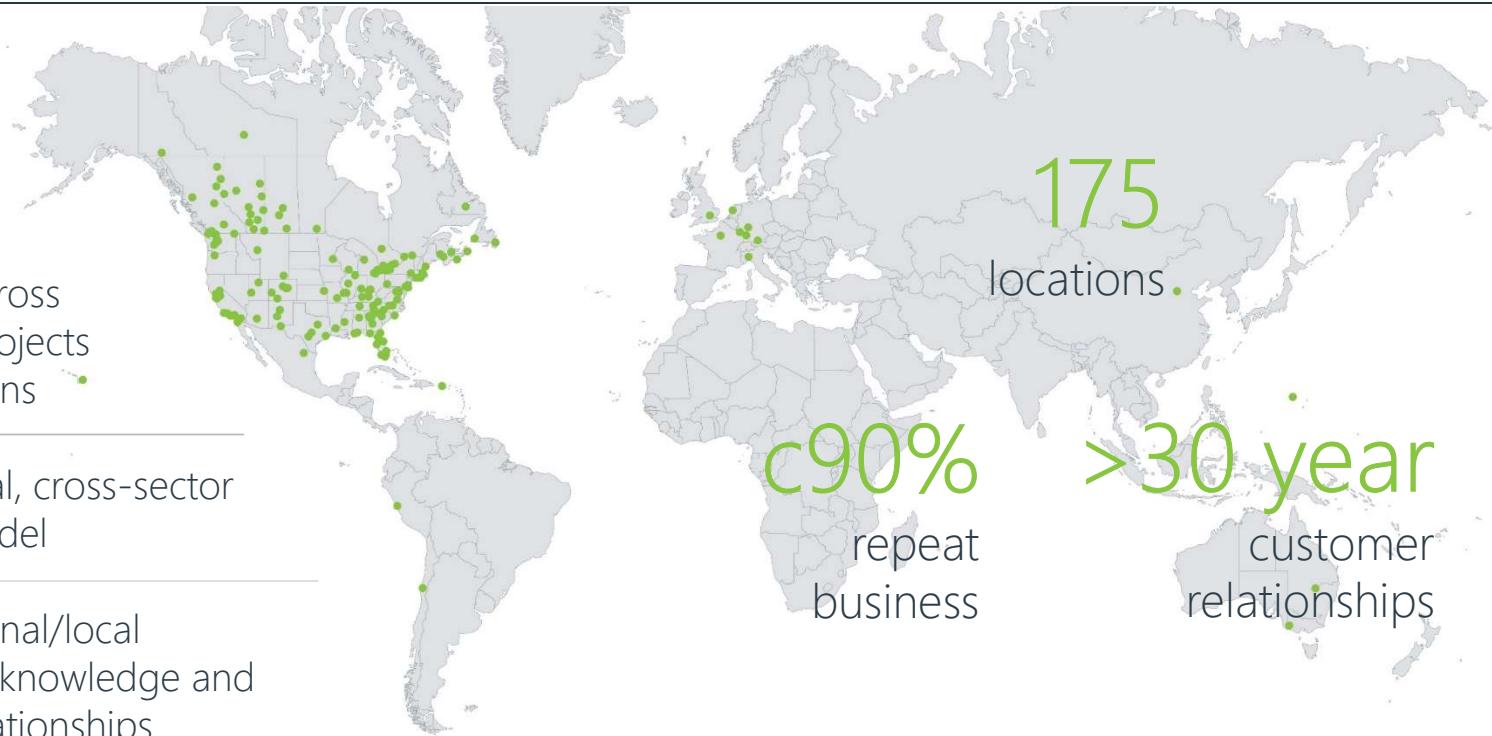
- North American E&C (AECOM, Jacobs, SNC Lavalin)
- Specialist E&I (Arcadis, Turner & Townsend, Stantec)

Our differentiation

Consistent delivery across multiple projects and locations

Global/local, cross-sector flexible model

Deep national/local regulatory knowledge and agency relationships



Our service lines



Facility Operations:

Design, project/construction management, and operations support for both new and operating facilities.



Environmental Remediation:

Extinguishing contamination liabilities by restoring and redeveloping properties. Includes decommissioning services for retired assets and facilities.



Public Infrastructure:

Studies, design, and construction support for roads, rail, ports and airports, water/waste management



Geotechnical & Material:

Studies of underground conditions for dams, levees, infrastructure, facilities, and associated materials testing



Environmental Sciences:

Evaluating natural resources and mitigating/monitoring environmental impacts



Permitting & Compliance:

Monitoring, managing, and maintaining regulatory compliance and license to operate



Our enduring blue chip customer base



Facility operations

McCain Foods

Industrial Water Treatment Plant,
India



Designing cost-efficient industrial wastewater reuse systems

93%

recovery rate achieved

Nalcor

Churchill Falls,
Canada



Developing a world-class hydroelectric dam

824 megawatt

dam reducing
greenhouse emissions

TEVA

Biotech Facility,
Germany



Engineering and constructing
a state-of-the-art biotechnology facility in Germany

8 storey

building supporting production of pharmaceutical ingredients

Environmental remediation

US Air Force

Groundwater Treatment System,
United States



Removing PFAS from groundwater

1st

of its kind pump-and-treat
system in the US

BP

Environmental Remediation,
Zambia



Partnering with the local community
to perform remediation of waste oil
refining residuals in Africa

\$3M

saved with innovative on-site
testing techniques

BP

Terminal Decommissioning and Remediation,
United States



Decommissioning and
remediating one of the largest
marine terminals in the US

4,300

cubic yards of soil removed and 13
tank farms retired

Public infrastructure

Illinois Tollway

Roadway widening,
United States



Expanding a US interstate to include first flex lanes and SmartRoad technology

25

miles of lane added

35

bridges rehabilitated

Port of Long Beach

Port improvements,
United States



Upgrading two port terminals into one fully automated and sustainable terminal

50%

reduction in air pollution and doubled container handling capacity

Metrolinx

Toronto commuter rail system improvements,
Canada



Increasing public transit networks in Ontario

69 million

commuters using network annually

Geotechnical and materials

ICON

Mercedes-Benz Stadium,
United States



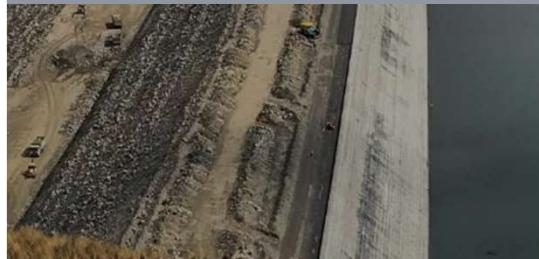
Assuring structural integrity
for one of the world's most
impressive stadiums

40,000 tons

of structural steel inspected

Chinalco

Toromocho Mine,
Peru



Assessing quality of
geo-structural foundation in Peru

150 meters

dam raised to an elevation of
4,700 meters above sea level

SW Illinois Flood

Management District
Levee Improvements, United States



Restoring a US levee system to
100-year flood protection levels

86 miles

of levee and floodwalls rehabilitated

Environmental sciences and permitting & compliance

Multiple O&G

On-shore/off-shore Canada,
United States



Providing met-ocean monitoring support for operations safety

80+

deep sea drilling operations supported across the world

Heathrow Airport

Runway 3 Expansion



Supporting new runway development at one of the world's busiest airports

740,000

flight per year capacity

Welsh Water

Water Resource Management Plan,
United Kingdom



Balancing supply and demand of water resources for a major water company in England and Wales

3 million

people provided with drinking water and wastewater services for the next 25 years

Revenue synergies



Biotech Facility

E&IS

Client relationship management, consulting & preliminary design, engineering support



AS EAAA

Detailed design, procurement, construction management, commissioning/ qualification services



Water treatment system for former mine

E&IS

Client relationship management, mine water treatment consulting & design

AS Americas

Civil construction



Engineering design for onshore pipeline

E&IS

Environmental permitting & assessment



AS Americas

Full-service engineering, design

Near term market outlook

Markets	Position / outlook	Rating
 Government	<ul style="list-style-type: none"> Good opportunities in environmental remediation Increasing emphasis on facility condition assessments & asset management Increasing spend in defense infrastructure design 	
 Industrial	<ul style="list-style-type: none"> Strong, mandated environmental remediation spend Environmental regulations drive continual, diversified needs and wide project mix 	
 Transport/water	<ul style="list-style-type: none"> Growth in Canada and UK, steady in US Increased demand for light rail transit systems and infrastructure construction inspection Storm water management and flood resiliency gaining added funding 	
 Power/Energy	<ul style="list-style-type: none"> Geographic limitations Large, long duration projects from coal plant and commercial nuclear station closures Renewables growth in certain markets driving permitting, studies, geotech services 	
 Oil & gas	<ul style="list-style-type: none"> Challenging conditions in large-scale environmental remediation and decommissioning projects Midstream permitting and compliance Downstream industrial water treatment opportunities 	
 Mining	<ul style="list-style-type: none"> Up-turn in growth cycle; sector faces heavy environmental regulation and scrutiny Environmental needs for existing mines, mine expansions and new mines Synergy opportunities with mineral processing in STS 	
 Pharma	<ul style="list-style-type: none"> Trend toward biotech and personalised medicines will shift facility types Well positioned for opportunities in central Europe, Opportunities to leverage capital projects capabilities in Asset Solutions 	

Summary and Q&A

- High quality, low risk consultancy model
- Differentiated by consistency of delivery
- Leading market position
- Low volatility & strong pipeline visibility
- Long standing blue chip customer relationships
- Positive near term outlook