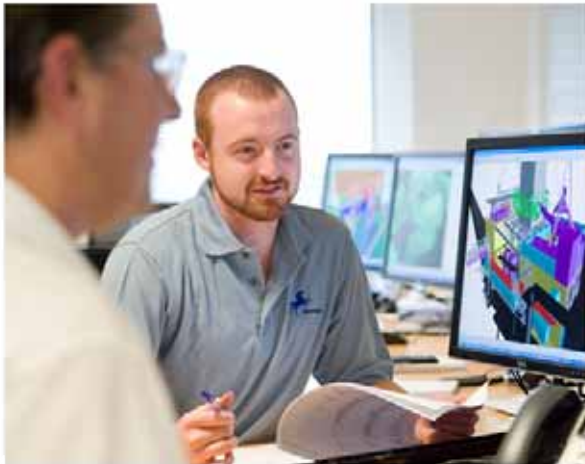




Wood Group Analyst & Investor presentation

11th November 2008



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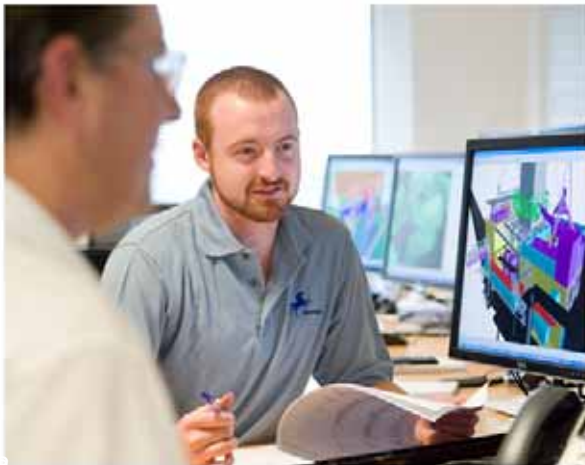
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Allister Langlands Group Chief Executive



Aim

- Our aim is to improve your understanding of
 - our business and its drivers
 - the key characteristics of our long run markets
 - our focus on long term growth areas



Agenda and timing

- 9.00am Allister Langlands, Introduction
- 9.10am Mike Straughen, Engineering
- 9.40am Les Thomas, Production Facilities
- 10.10am **Break**
- 10.30am Jim Renfroe, Well Support
- 11.00am Mark Papworth, Gas Turbine Services
- 11.30am General Q&A
- 11.50am Allister Langlands, Closing Comments
- 12.00pm Finish



Current markets and their impact on Wood Group

- Some uncertainty in market outlook due to volatility in
 - financial markets
 - oil & gas prices
- Our businesses are continuing to perform well
 - 2008 EBITA forecasts remain in line with expectations
 - Engineering – strong backlog and momentum into 2009
 - Production Facilities – long term relationships, over 75% of revenues under long term contract
 - Well Support – focus on international growth
 - Gas Turbine Services – 85% opex support



Long term oil & gas fundamentals remain strong

- Oil & gas supply growth has been hard to achieve
 - increasingly complex developments; greater service company intensity
 - depletion and ageing reservoirs; demand for enhanced recovery
 - continuing investment needed to deliver future reserve replacement and production needs
 - role of OPEC

- Long run energy demand growth
 - OECD
 - Non-OECD



Future oil & gas supply and demand balance likely to tighten

Long term power fundamentals remain strong

- Gas Turbine aftermarket activity dependent on the installed turbine base and running hours
- Growth in short term power consumption could be impacted by market uncertainty but long run drivers remain robust
- Fastest growth is through gas turbines
 - lower capital costs
 - shorter lead times
 - relative environmental benefits
- New gas turbine equipment lead times remain high
- Ongoing power shortages drive fast track requirements



Strong long term growth in gas fired power generation

Long track record of delivering growth

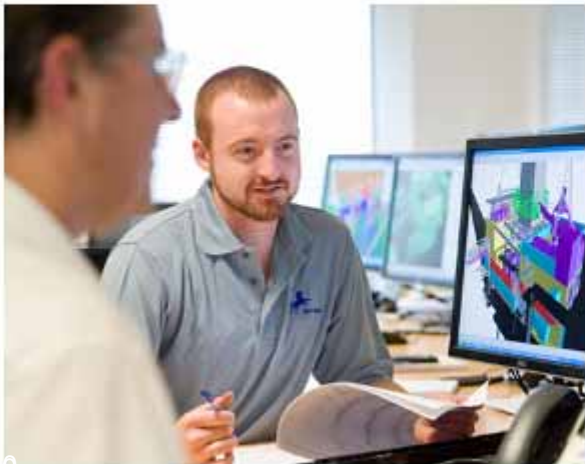
- Long track record of delivering high return growth
- Experienced management team
- Consistent strategy focused on long term growth
 - maintain good balance between development and production
 - grow market leading positions based on differentiated know-how
 - develop long term client relationships
 - extend services and broaden international presence
- Broad business mix in oil & gas and power generation
- Excellent client base including IOCs, NOCs and major independents
- Strong free cash flow supporting future growth
- Strong balance sheet, significant committed bank facilities





Mike Straughen

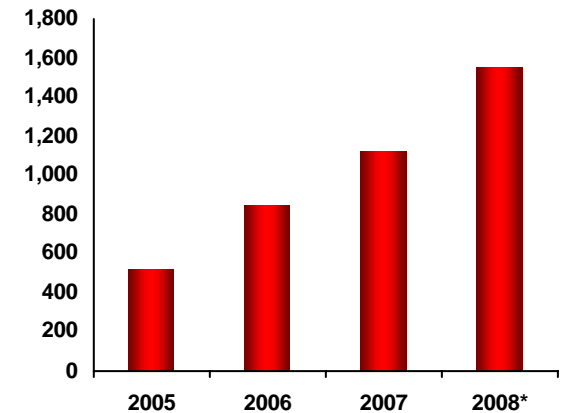
Group Director Engineering



Engineering - Delivering world class engineering solutions

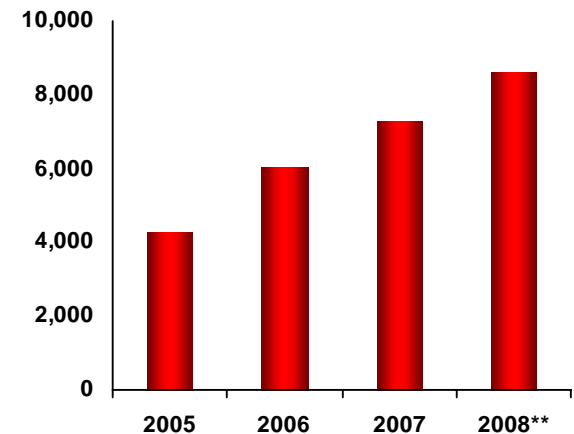
- Independent solutions provider with market leading positions in engineering, project & construction management
- Analyst revenue expectation for 2008 of \$1.6bn, EBITA margins over 10%
- Expected to contribute around 30% of Group Revenue in 2008
- Low risk reimbursable contracting model
- Employ over 8,600 worldwide
- Operating in over 20 countries

Revenue (\$m)



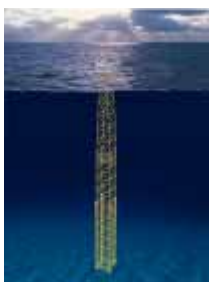
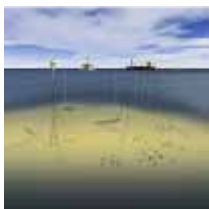
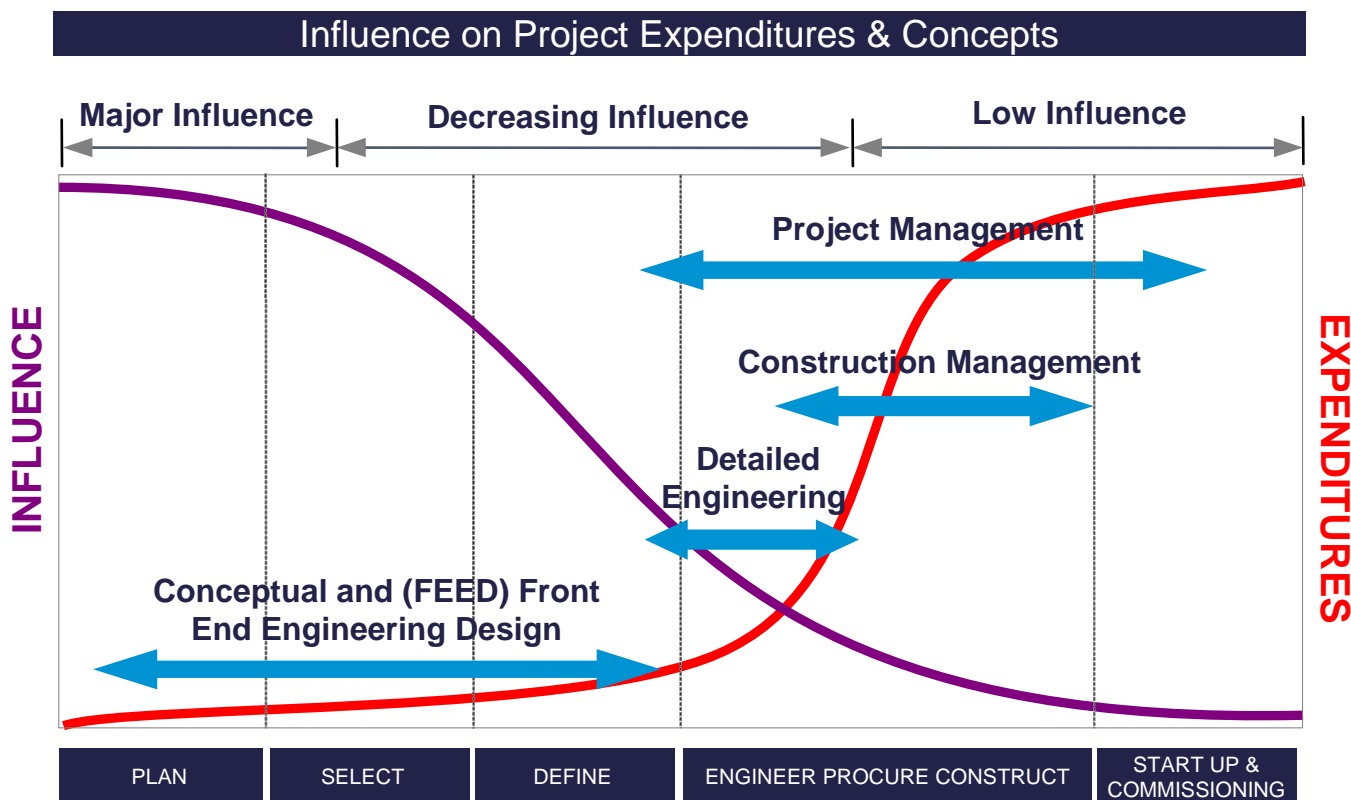
* 2008 revenue is Cazenove's estimate

Headcount



** 2008 headcount figures are as at September

What we do



Key messages for today

- High activity levels continue; strong backlog into 2009
- Impact of market uncertainty on clients' future capex is unclear
- Good progress in long term growth areas
 - deepwater developments
 - subsea (e.g. MCS acquisition)
 - Carbon Capture and Sequestration (CCS)
 - heavy oil (e.g. IMV acquisition)
- High quality engineering resource; flexibility between sectors & overall
- Expanding footprint geographically, adding customers and people
- Differentiated capabilities, broad market base, market leading positions & high quality customer base



Delivering world class engineering solutions

What makes Wood Group different?

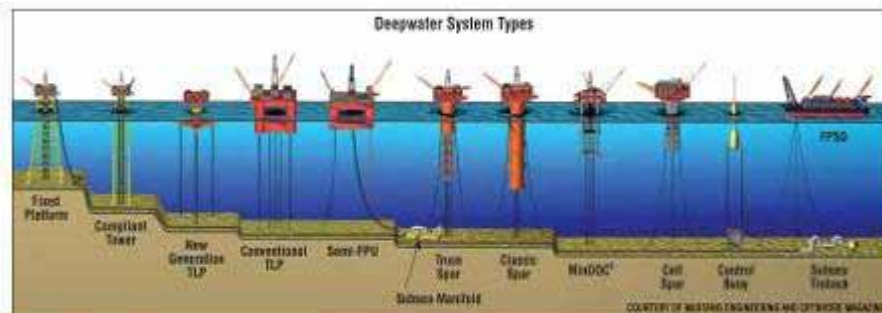
- High quality and motivated people – the employer of choice
- World class front end engineering capability, with opportunities for pull through
- Excellent track record of project delivery
- Market leading positions
 - deepwater, lightweight designs
 - offshore pipelines, risers and subsea developments
 - In-situ oil sands
 - heavy oil refining and upgrades
- Strong position in niche and specialist markets
- Strong long term customer relationships and significant repeat business



We have market leading positions

Deepwater topsides

- We have worked on
 - 75% of GOM deepwater facilities
 - 30% of deepwater facilities worldwide
- We have engineered the world's deepest
 - TLP - Magnolia 4,744'
 - SPAR – Perdido 7,800'
 - Production platform – Independence Hub Semi 7,920'
- We are a world leader in the design of compliant towers



Subsea solutions

- Largest independent subsea & pipelines technology group of its kind in the world
- Engineered, managed or appraised more than half of all subsea development in the main global arenas
- Analysed, designed or verified riser systems on over 90% of floating developments in the UK sector of North Sea, over 80% in GOM, and over 70% of West African deepwater projects

Oil sands

- One of the top three in engineering, procurement and construction management (EPCM) of in-situ thermal heavy oil developments

Downstream

- One of the leaders in the design and engineering of grassroots and revamped Fluid Catalytic Crackers

Expanding our global footprint- New markets, new resources and new customers



44 offices in over 20 countries

Case studies



Client: Shtokman JV*
Location: Barents Sea, Russia
 Front End Engineering Design (FEED) and project management services

*Gazprom, Total and StatoilHydro



Client: Encana, Foster Creek
Location: Alberta, Canada
 Engineering, procurement and construction management for a SAG-D (steam-assisted gravity drainage) project



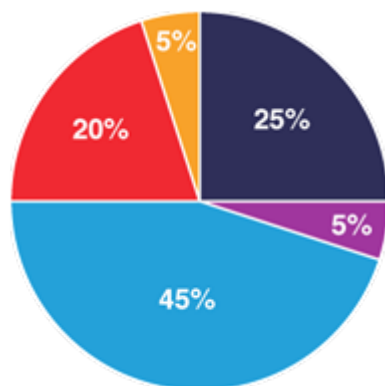
Client: Various
Location: Gulf of Mexico, US
 Current projects include: ATP Mirage, Anadarko K2, Chevron Big Foot, Shell Perdido and Hess Pony



Client: ConocoPhillips, Ekofisk
Location: Norway
 Front End Engineering Design (FEED) for the Greater Ekofisk Area Development

Strong long term customer relationships

Revenue by customer type



- IOC
- Small Ind
- NOC
- Other
- Large Ind

IOC



NOC



Large independent



Small independent and other



Market drivers and characteristics

Deepwater, Shelf, Onshore

Share of Group revenues:	Approx 10%
EBITA margins:	Over 10%
Typical projects:	Capex (90%), opex (10%)
Customer type:	IOC (45%), NOC (5%), Ind (L - 35%; S - 15%)
Contract duration:	3 to 24 months
Geographical spread:	Global

Market Characteristics

- Significant deepwater reserves
- Large, long term projects
- Lower relative break even oil & gas prices
- Meaningful reserves impact for clients
- Technically complex fields

Oil Sands

Share of Group revenues:	Approx 2%
EBITA margins:	Over 10%
Typical projects:	Capex (90%), opex (10%)
Customer type:	IOC (20%), Ind (L - 40%; S - 40%)
Contract duration:	3 to 24 months
Geographical spread:	Canada, Venezuela

Market Characteristics

- Significant reserves
- Large, long term projects
- Higher relative break even oil prices
- Meaningful reserves impact for clients
- Energy security
- Environmental challenges & opportunities
- Growth in in-situ

Market drivers and characteristics

Subsea engineering and offshore pipelines

Share of Group revenues:	Approx 5%
EBITA margins:	Over 10%
Typical projects:	Capex (80%), opex (20%)
Customer type:	IOC (40%), Ind (L - 40%; S - 20%)
Contract duration:	3 to 24 months
Geographical spread :	Global

Market Characteristics

- Significant offshore reserves
- Lower relative break even oil & gas prices
- Meaningful reserves impact for clients
- Technically complex fields

Onshore pipelines and midstream

Share of Group revenues:	Approx 4%
EBITA margins:	Over 10%
Typical projects:	Capex (100%)
Customer type:	Pipeline operators (100%)
Contract duration:	3 to 24 months
Geographical spread:	US and international

Market Characteristics

- Connecting new developments to consumers (gas and oil)
- Historical underinvestment
- LNG regassification, gas storage & stranded gas
- Carbon Capture and Sequestration (“CCS”)

Market drivers and characteristics

Downstream

Share of Group revenues:	Approx 6%
EBITA margins:	Over 10%
Typical projects:	Capex (85%), opex (15%)
Customer type:	NOC (15%), IOC (5%), Ind (L - 55%; S - 25%)
Contract duration:	3 to 24 months
Geographical spread:	Americas

Market Characteristics

- Refining margins
- Environmental legislation
- Upgrades, debottlenecking
- Heavy oil modifications

Process and Industrial

Share of Group revenues:	Approx 3%
EBITA margins:	Less than 10%
Typical projects:	Capex (100%)
Customer type:	General industrial (100%)
Contract duration:	3 to 24 months
Geographical spread:	US

Market Characteristics

- New plant capacity
- Upgrades, debottlenecking
- Outsourced engineering
- Broad skills transferable to other areas e.g. chemicals and pharmaceuticals

Overall strategic plan

Customers & markets

- Maintain balanced market sector portfolio
 - Expand geographic footprint; Middle East, Africa, Asia Pacific
 - IOCs & Independents continue to be important globally. Greater focus on NOCs, particularly those that value our differentiators
-

Skills & capability

- Extend capabilities in
 - arctic
 - renewables
 - project management
 - Enhance our systems and processes to facilitate work sharing
-

People & resources

- Expand geographic footprint using hub and satellite model to access new people
- Maintain focus on organic growth with selected strategic acquisitions

Key takeaways

- High activity levels continue; strong backlog into 2009
- Impact of market uncertainty on clients' future capex is unclear
- Good progress in long term growth areas
 - deepwater developments
 - subsea (e.g. MCS acquisition)
 - Carbon Capture and Sequestration (CCS)
 - heavy oil (e.g. IMV acquisition)
- High quality engineering resource; flexibility between sectors & overall
- Expanding footprint geographically, adding customers and people
- Differentiated capabilities, broad market base, market leading positions & high quality customer base



Delivering world class engineering solutions



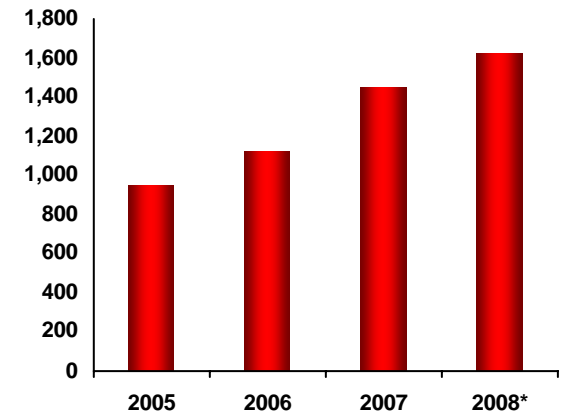
Les Thomas Group Director Production Facilities



Production Facilities – world class operations support

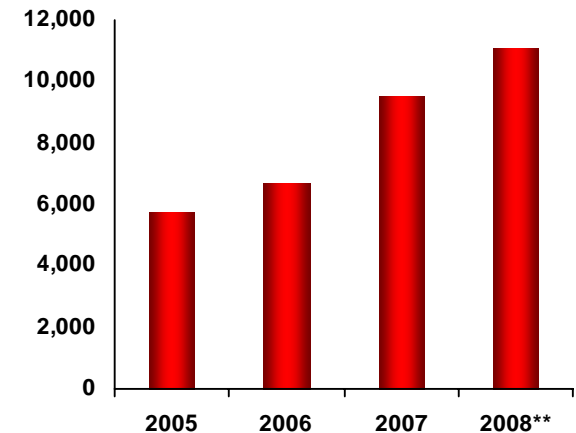
- Brownfield engineering & modifications; operations & maintenance
- Analyst revenue expectation for 2008 of \$1.6bn
- Expected to contribute 30% of Group revenue in 2008
- Over 11,000 staff and contractors in more than 16 countries
- Long term reimbursable contracts – 75% of revenues under long term contract

Revenue (\$m)



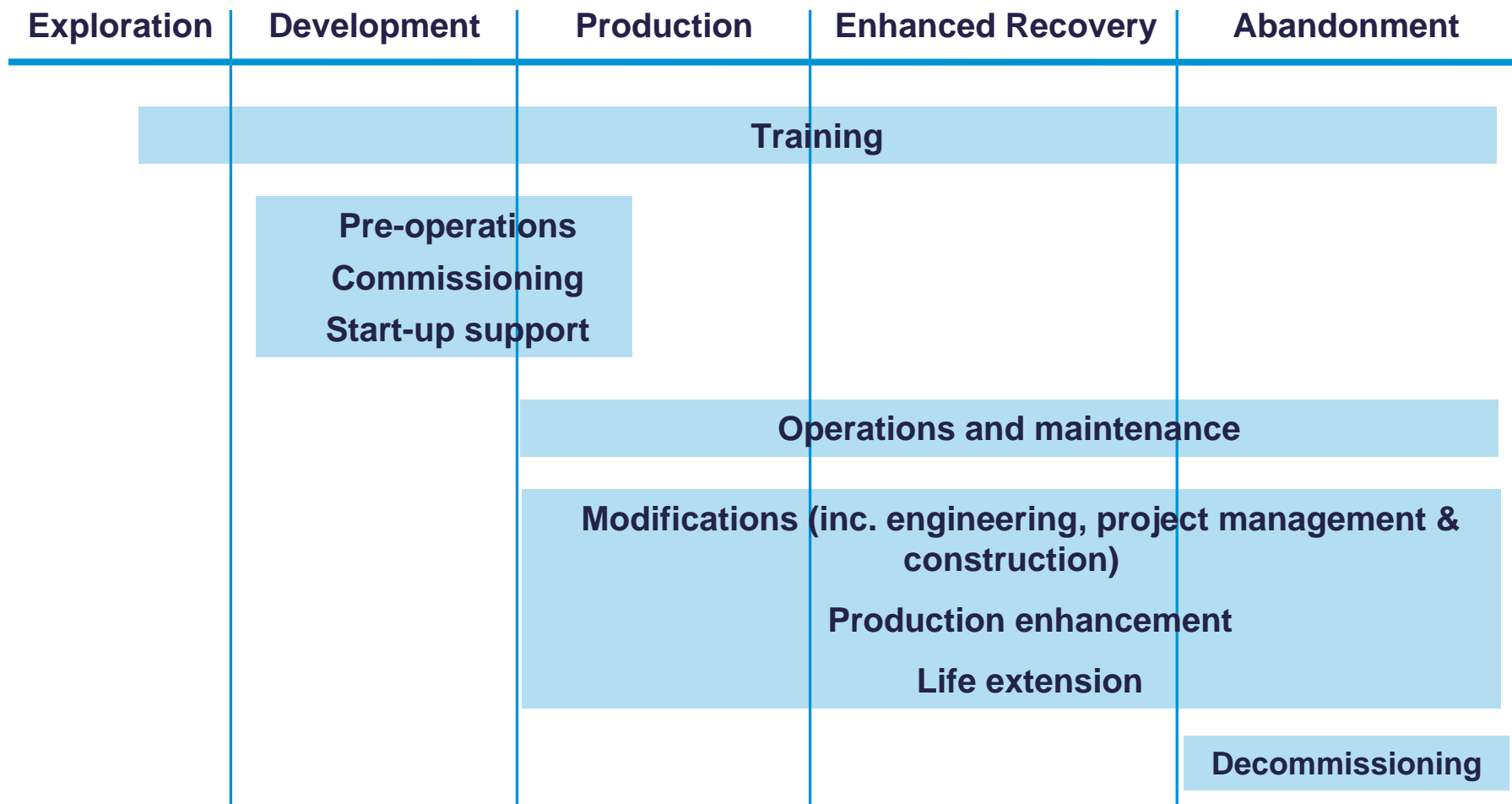
* 2008 revenue is Cazenove's estimate

Headcount



** 2008 headcount figures are as at September

What we do



Key messages for today

- Opex focused business; relatively low oil and gas price sensitivity
- Market leading position in North Sea & extending scope with new entrants
- 75% of revenue under long term reimbursable contracts with large stable clients
- Good scope for international growth & expansion
- Higher margins in international markets



Opex focused business built around long term reimbursable contracts

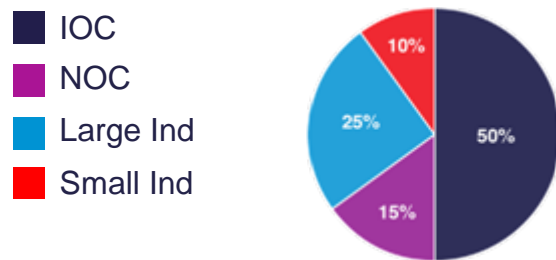
What makes Wood Group different?

- Strong long term client relationships; pull through to new regions
- Broad range of services & assets supported
- Performance contracting experience
- Knowledge, systems, people
- Delivery track record
- Flexibility in tailoring services and solutions
- Local partner relationships

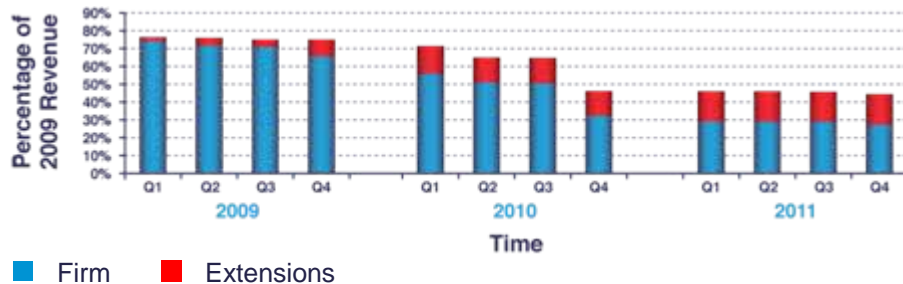


Strong long term customer relationships

Revenue by customer type



Long Term Contracts



- 75% of revenues under long term contracts
- Strong track record of contract renewals

UK



Algeria



Brunei



Colombia



EG



Peru



Trinidad



US



Venezuela



Case studies



Client: Various
Location: UKCS

Duty holder services for the changing UKCS licensee landscape



Client: Shell
Location: UK

Engineering & construction and maintenance support services for Shell's UK gas plants



Client: BP
Location: Trinidad

Strategic outsourcing contract



Client: Various
Location: Equatorial Guinea

Operations and maintenance support and project management

Strategy

- Retain existing long term contracts
 - momentum and presence provides growth opportunities
 - develop and expand customer relationships
- Improve existing systems and processes
 - extend “best in class” systems and processes globally
 - deliver consistent service wherever we operate
- Develop new markets & services
 - build North Sea duty holder service
 - expand specialist services globally e.g. DSI, ODL
 - grow recent market successes e.g. Algeria, Trinidad
 - large number of future potential markets
- Acquire
 - new geographical market entry vehicles
 - achieve local content, customer relationships
 - add complementary services
 - benefit from Wood Group pull through/synergies



Market drivers and characteristics

Operations Support – North Sea including duty holder

Share of Group revenues:	Approx 20% (of which 5% is duty holder)
EBITA margins:	5 -10%
Typical projects:	Opex (75%), capex (25%)
Customer type:	IOC (40%), NOC (20%), Ind (L - 35%; S - 5%)
Contract duration:	3 to 5 years, with high retention

Market Characteristics

- Long term contracts
- Ongoing operations
- Asset integrity spend
- Duty holder market growth

Operations Support – International

Share of Group revenues:	Approx 12%
EBITA margins:	5 -15%
Typical projects:	Opex (90%), capex (10%)
Customer type:	IOC (60%), NOC (8%), Ind (L - 7%; S - 25%)
Contract duration:	3 to 5 years
Geographical spread:	US (onshore and GOM), South America, West Africa, Algeria, Indonesia, Brunei, FSU

Market Characteristics

- Long term contracts
- Ongoing operations
- Asset integrity spend
- Growth opportunities in new markets with limited infrastructure

Key takeaways

- Opex focused business; relatively low oil and gas price sensitivity
- Market leading position in North Sea & extending scope with new entrants
- 75% of revenue under long term reimbursable contracts with large stable clients
- Good scope for international growth & expansion
- Higher margins in international markets



Opex focused business built around long term reimbursable contracts



Jim Renfroe

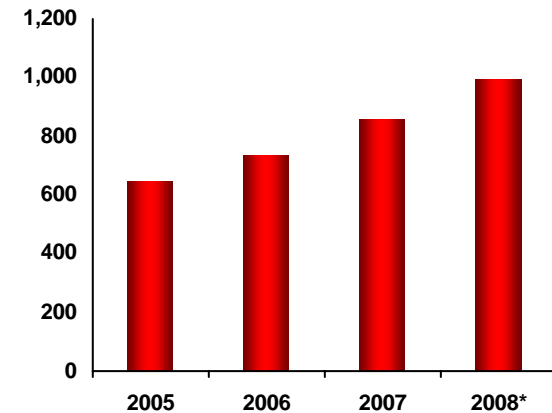
Group Director Well Support



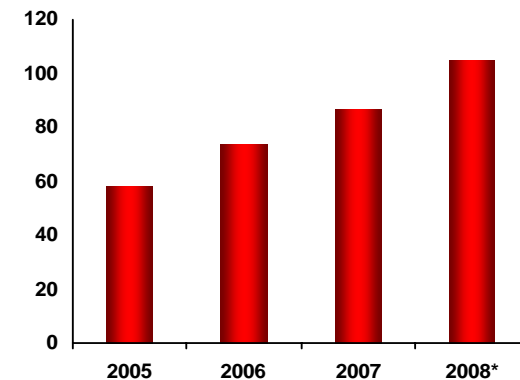
Well Support – Market leading products and services

- Oilfield services provider – Electric Submersible Pumps (ESP), Pressure Control and Logging Services
- 2008 consensus revenue of ~US\$1.0bn
- Expected to contribute around 20% of Group revenue in 2008
- 4,300 staff and contractors in 25 countries
- Focused on expanding outside the US
- Strong product companies; service culture

Revenue (\$m)



EBITA (\$m)



* 2008 revenue and EBITA figures are analysts' consensus

A broad service offering

ESP
(~50% of division revenues)

- Complete electric submersible pumping systems (including variable speed drives - VSDs); surface pumping systems (SPS)
- Number 2 in the US, number 3 globally*

Pressure Control
(~40% of division revenues)

- Surface wellhead systems, gate valves, chokes and actuators; subsea chokes
- Number 1 in the US, number 4 globally

Logging Services
(~10% of division revenues)

- Cased hole electric wireline services, slickline services, production testing
- Niche player with strong market positions in specialist markets



Key messages for today

- Division has a mix of development (50%) and production focused (50%) business
- Balanced position; 50% of business in the US and 50% outside the US
- Some exposure (around 6% of group revenues) to US gas market – growth focus on international markets
- Margin improvement potential through internal initiatives: new products, supply chain, process efficiencies
- Delivering world class services and products



What makes Wood Group's products and services different?

ESP

- Proprietary technology development
- Flexible contracting model
- Focus on run life
- Ability to repair all brands of western pumps
- Market leader in Surface Pumping Systems (SPSs)
- Local reservoir and customer knowledge

Pressure Control

- Leader in low profile wellheads; technology expertise in high pressure designs
- Focus on dry tree business
- Extensive US distribution network
- Supply chain investment

Logging Services

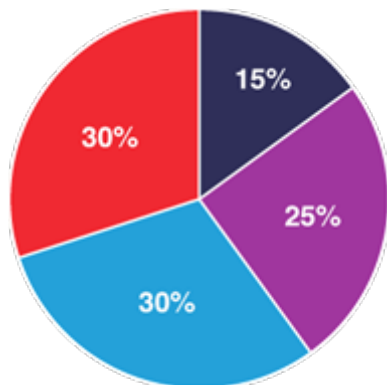
- "Big 3" standards, "small company" service
- Leader in smart slickline



Strong and varied customer base

Revenue by customer type

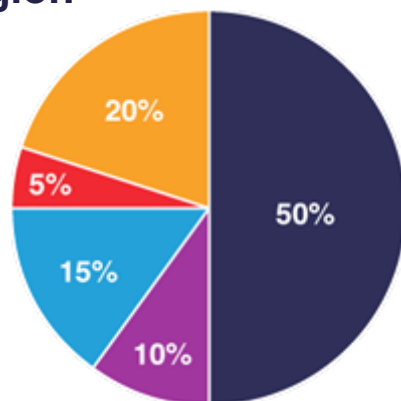
- IOC
- NOC
- Large Ind
- Small Ind



Significant NOC and IOC content

Revenue by region

- North America
- Europe & FSU
- Middle East & Africa
- Asia Pacific
- Central & South America



IOCs



NOCs



Large independents



Small independents



Case studies



Client: Anadarko, Marco Polo
Location: Gulf of Mexico, US
Provision of speciality services for deep pipe recovery and completion by Logging Services



Client: Pearl Oil
Location: Thailand
Multi-year contract for the provision offshore of ESPs and variable speed drives



Client: Saudi Aramco
Location: Saudi Arabia
Supply of wellheads and valves and establishment of an in-Kingdom manufacturing facility



Client: ExxonMobil
Location: Chad
Provision of electric submersible pumps and services including well surveillance, equipment maintenance and repair

Market drivers and characteristics – ESP

North America

Share of Group revenues:	Approx 3%
EBITA margins:	Less than 10%
Typical projects:	Opex (65%), capex (35%)
Product mix:	Oil (100%)
Customer type:	Ind (S - 65%; L - 35%)
Contract duration:	Transactional
Geographical spread:	US and Canada

Market Characteristics

- Maturing reservoirs require artificial lift
- High barriers to entry

International

Share of Group revenues:	Approx 6%
EBITA margins:	Less than 10%
Typical projects:	Opex (65%), capex (35%)
Product mix:	Oil (100%)
Customer type:	IOC (20%), NOC (50%), Ind (S -10%; L - 20%)
Contract duration:	2-5 years
Geographical spread :	Latin America, Europe & Africa, Middle East, Russia, Asia Pacific

Market Characteristics

- Maturing reservoirs require artificial lift
- Longer term contracts
- NOC and IOC client base
- High barriers to entry

Market drivers and characteristics – Pressure Control

North America

Market Characteristics

Share of Group revenues:	Approx 5%
EBITA margins:	More than 10%
Typical projects:	Capex (70%), opex (30%)
Product mix:	Gas (100%)
Customer type:	IOC (20%), Ind (L - 30%; S - 50%)
Contract duration:	Transactional
Geographical spread:	US & Canada

- US gas price / storage / rig count
- High depletion rates
- Leading market share

International

Market Characteristics

Share of Group revenues:	Approx 3%
EBITA margins:	More than 10%
Typical projects:	Capex (90%), opex (10%)
Product mix:	Oil (80%) and gas (20%)
Customer type:	IOC (15%), NOC (40%), Ind (L - 25%; S - 20%)
Contract duration:	1 – 5 years
Geographical spread:	Latin America, Europe & Africa, Asia Pacific, Middle East

- Drilling activity
- Longer term contracts
- NOC and IOC client base

Market drivers and characteristics – Logging Services

Electric wireline

Share of Group revenues:	Approx 1%
EBITA margins:	More than 10%
Typical projects:	Capex (80%), opex (20%)
Product mix:	Oil (60%) and gas (40%)
Customer type:	NOC (10%), Ind (L - 35%; S - 55%)
Contract duration:	Transactional (80%), annual contract (20%)
Geographical spread:	US, Latin America

Market Characteristics

- US gas price / storage / rig count
- High depletion rates
- Fragmented competitor base
- Niche position in value added services

Slickline

Share of Group revenues:	Approx 1%
EBITA margins:	More than 10%
Typical projects:	Opex (100%)
Product mix:	Gas (40%) and oil (60%)
Customer type:	IOC (20%), NOC (60%), Ind (L - 20%)
Contract duration:	Transactional
Geographical spread:	US

Market Characteristics

- Ongoing production
- Routine production maintenance

Overall strategic plan

- **Grow the business**
 - build on significant US market share
 - develop existing international markets
 - target new markets
- **Increase technology development**
 - offshore
 - SAG-D
 - ancillary products
- **Improve margins by focus on operating efficiencies**
 - lower cost manufacturing
 - supply chain & process efficiencies



Key takeaways

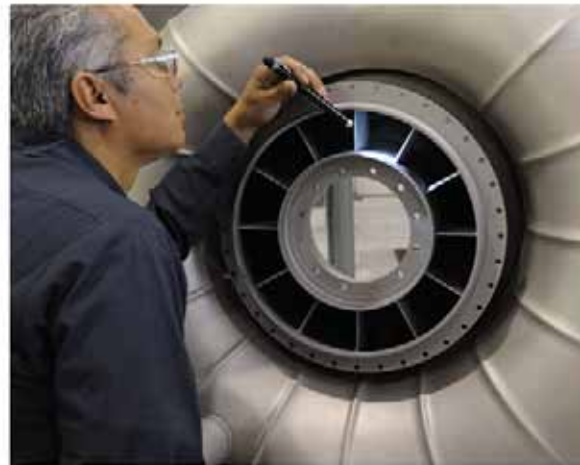
- Division has a mix of development (50%) and production focused (50%) business
- Balanced position; 50% of business in the US and 50% outside the US
- Some exposure (6% of group revenues) to US gas market – growth focus on international markets
- Margin improvement potential through internal initiatives: new products, supply chain, process efficiencies
- Delivering world class services and products





Mark Papworth

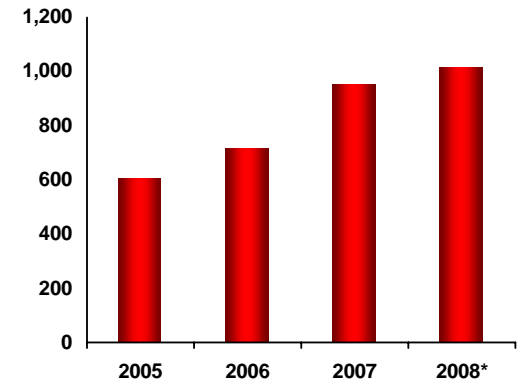
Group Director Gas Turbine Services



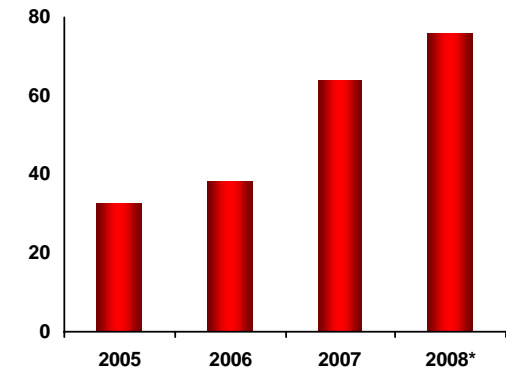
World's leading independent gas turbine service provider

- Integrated maintenance solutions and repair and overhauls services for industrial gas turbines and related equipment
- 2008 consensus revenue of ~\$1.0bn
- One-third of revenues coming from oil & gas and two-thirds from power and industrial
- Expected to contribute 20% of Group revenue in 2008
- Over 4,000 people working in 15 countries serving customers in over 100 countries

Revenue (\$m)

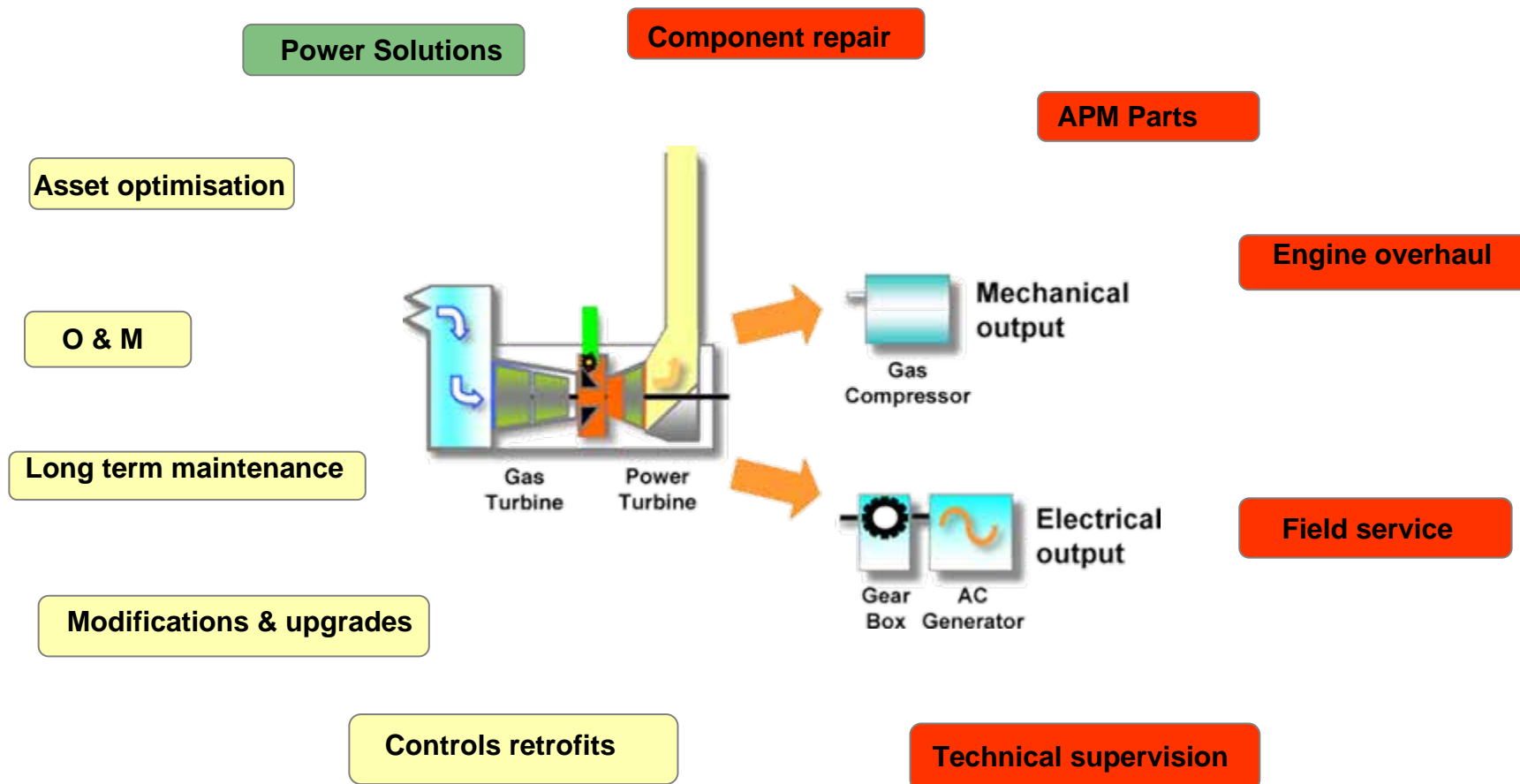


EBITA (\$m)



* 2008 revenue and EBITA figures are consensus estimates

Gas Turbine products and services



Key messages for today

- Driven by oil & gas and power opex; low oil price sensitivity
- Differentiated capabilities and market leading positions
- Long term record of increasing market share
- High margin oil & gas business
- Power business margins improving
- Increasing the amount of work under longer term contracts
- Unique positioning in fast-track power solutions



World leading independent solutions provider

Our differentiation – Maintenance and O&M solutions

- Breadth of capability
 - range of turbines served
 - technical know-how across GT system
 - range of contractual models (term maintenance, O&M, asset management)
- Reach – integrated global network, local presence
- Innovation – customer focused and proactive
- Long-term customer relationships
 - combines with Production Facilities to enhance their differentiation



Our differentiation – Equipment and Power Solutions

- Sourcing of new or used equipment
- Relocation of existing equipment
- Zero hour overhaul of existing equipment
- Upgrade or conversion of existing equipment
- Fast track delivery
- International track record
- Integrated solution from early study to operation and long term maintenance



Case studies



Client: ETEC
Location: US

Turnkey contract to construct and commission 150 Mw power plant and subsequent 6-year O&M contract



Client: NYPA
Location: US

Major long term maintenance agreement to provide parts, repairs, field services and risk management for two GE Frame 7FA+e advanced GT's



Client: BP
Location: Azerbaijan

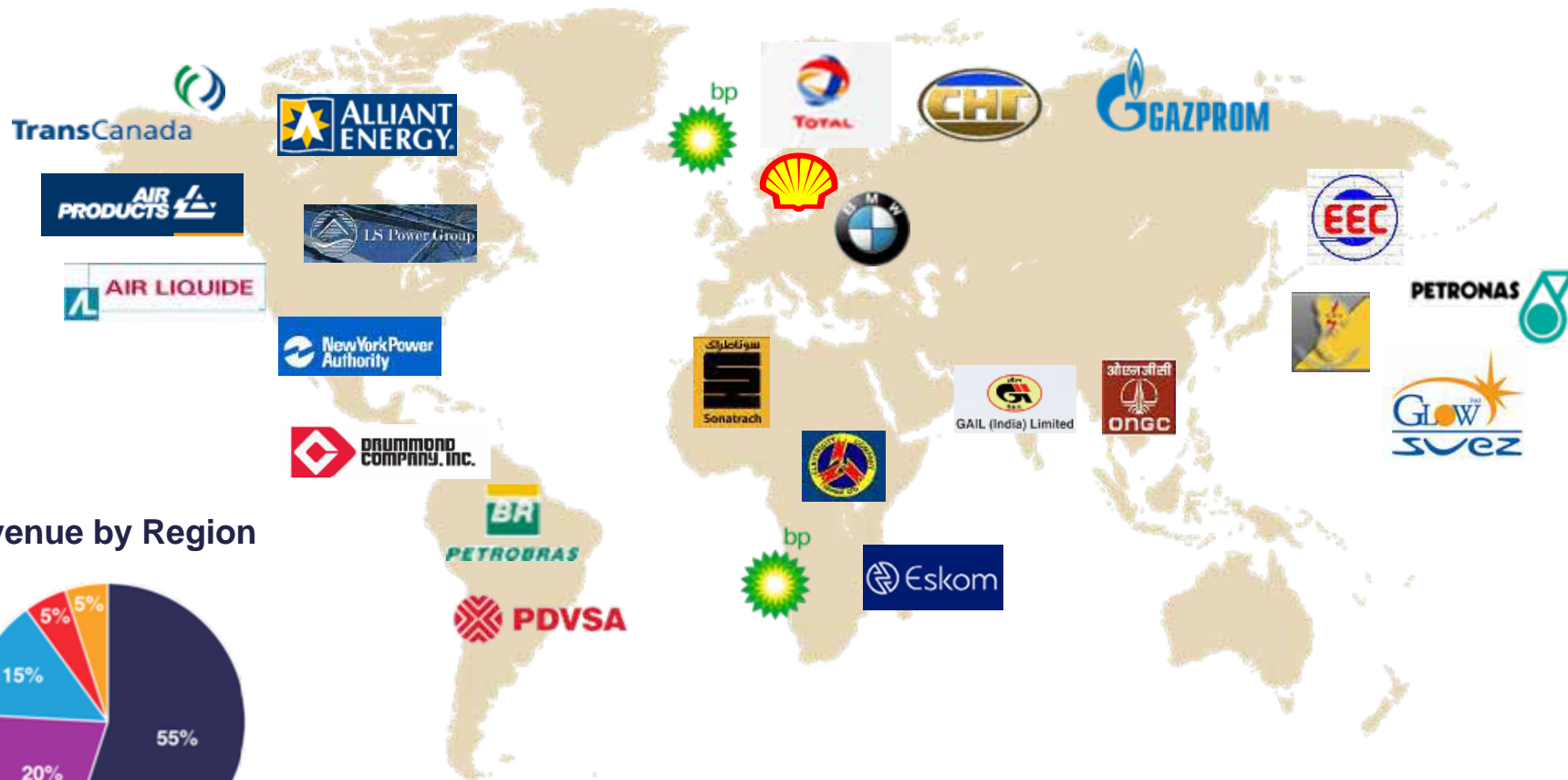
10-year contract for repair and overhaul services for 28 Rolls-Royce RB211 gas turbines



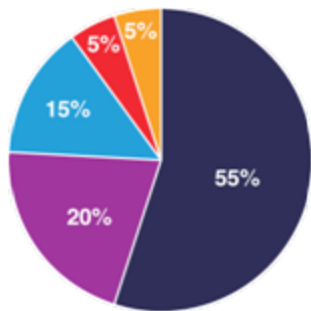
Client: Suez Energy International
Location: Al-Rusail, Sultanate of Oman

16-year contract for the maintenance of eight GE Frame 9E gas turbines including upgrade of combustion system to DLE

A global business



Revenue by Region



- North America
- Europe & FSU
- Middle East & Africa
- Asia Pacific
- Central & South America

Market drivers and characteristics – Oil & Gas

Maintenance

Share of Group revenues:	Approx 6%
EBITA margins:	More than 10%
Typical projects:	Opex (100%)
Customer type:	IOC (40%), NOC (40%), Ind (L – 20%)
Contract duration:	Transactional (60%), 3 to 5 years (40%)
Geographical spread:	Global

Market Characteristics

- Turbine running hours
- Lower relative breakeven oil and gas price
- Power generation, transmission, compression
- New technology developments drive market growth
- High barriers to entry
- JVs and licences with OEMs
- Market leading positions through JVs

Market drivers and characteristics – Power & Industrial

Maintenance and O&M

Share of Group revenues:	Approx 10%
EBITA margins:	5%; target to increase
Typical projects:	Opex (100%)
Customer type:	Industrials (20%), IPPs (40%), Utilities (40%)
Contract duration:	Transactional (60%), 3 to 5 years (40%)
Geographical spread:	Global

Market Characteristics

- Turbine running hours
- OECD and Non-OECD power demand
- Environmental benefits of gas
- Clients in a range of industries
- Gas fired generation will provide regional shortfalls and medium term new generation

Equipment & Power solutions

Share of Group revenues:	Approx 3%
EBITA margins:	More than 8%
Typical projects:	Capex (100%)
Customer type:	Industrials (20%), IPPs (60%) Utilities (20%)
Contract duration:	Transactional (20%), 1 to 3 years (80%)
Geographical spread:	Global

Market Characteristics

- Fast track requirements for permanent power
- Long lead times from OEMs
- Capital savings on used equipment
- OECD and non-OECD power demand

Key strategic objectives

- Independent market leader in industrial gas turbine after market services in each region served
- Provide solutions (customer value) as opposed to commodities (cost)
- Top quartile performance in service quality, safety and responsiveness
- Differentiated commercial and technology solutions
- To be the customers partner of choice for management of gas turbine based maintenance activities
- Increase proportion from longer term contracts (LTSA, O&M, fast-track power)
- Divest of non-core activities that are not required to deliver strategy
- 10% EBITA margin target



Key takeaways

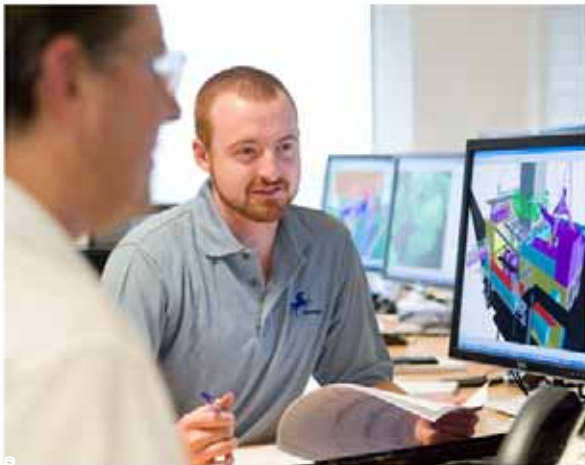
- Driven by oil & gas and power opex; low oil price sensitivity
- Differentiated capabilities and market leading positions
- Long term record of increasing market share
- High margin oil & gas business
- Power business margins improving
- Increasing the amount of work under longer term contracts
- Unique positioning in fast-track power solutions



World leading independent solutions provider



Allister Langlands Group Chief Executive



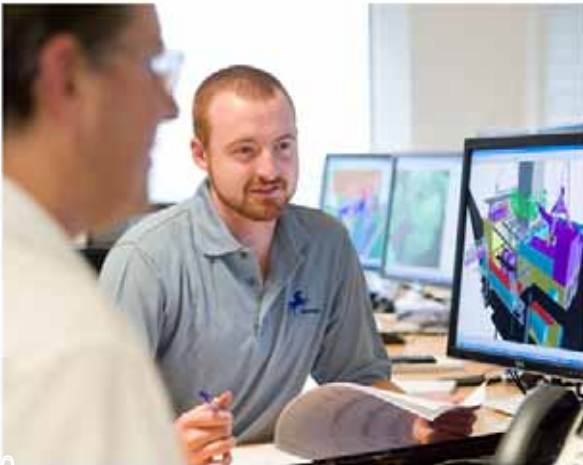
Conclusion

- Businesses continuing to perform well
- 2008 results will be in line with expectations
- Some uncertainty in market outlook but good order book going into 2009
- Strong long term fundamentals in oil & gas and power generation markets
- Consistent strategy focused on long term growth
- Strong balance sheet and free cash flow
- Experienced management team with a track record of delivery





General Q & A



Appendix



Appendix 1 : A snapshot of our Engineering business

Area		% of group revenue	Typical margin range	Opex or capex
Upstream	Deepwater, shelf and onshore	10%	>10%	90% capex 10% opex
	Oil sands	2%	>10%	90% capex 10% opex
Subsea and pipelines	Subsea engineering and offshore pipelines	5%	>10%	80% capex 20% opex
	Onshore pipelines and midstream	4%	>10%	100% capex
Downstream, process and industrial	Downstream	6%	>10%	85% capex 15% opex
	Process and industrial	3%	<10%	100% capex
Total		30%	>10%	

In preparing this presentation management have made certain estimates and assumptions. Figures provided are subject to variation from year to year dependent on business activity in that period.

Appendix 2 : A snapshot of our Production Facilities business

Area		% of group revenue	Typical margin range	Opex or capex
UK	Operations support	15%	5-10%	75% opex 25% capex
	Duty holder	5%	5-10%	75% opex 25% capex
International	Operations support	12%	5-15%	90% opex 10% capex
Total		32%	>6%	

In preparing this presentation management have made certain estimates and assumptions. Figures provided are subject to variation from year to year dependent on business activity in that period.

Appendix 3 : A snapshot of our Well Support business

Area		% of group revenue	Typical margin range	Opex or capex
ESP	North America	3%	<10%	65% opex 35% capex
	International	6%	<10%	65% opex 35% capex
Pressure Control	North America	5%	>10%	70% capex 30% opex
	International	3%	>10%	90% capex 10% opex
Logging	Electric wireline	1%	>10%	80% capex 20% opex
	Slickline	1%	>10%	100% opex
Total		19%	>10%	

In preparing this presentation management have made certain estimates and assumptions. Figures provided are subject to variation from year to year dependent on business activity in that period.

Appendix 4 : A snapshot of our Gas Turbine Services business

Area	% of group revenue	Typical margin range	Opex or capex
Oil & Gas	6%	>10%	100% opex
Power & industrial	10%	5%; target to increase	100% opex
E&PS	3%	> 8%	100% capex
Total	19%	7- 8 %	

In preparing this presentation management have made certain estimates and assumptions. Figures provided are subject to variation from year to year dependent on business activity in that period.



Case studies

Engineering



Case study – Valhall

Client: BP

Location: Offshore, Norway

Services offered: Mustang Engineering, J P Kenny & Wood Group are working on the redevelopment work for a new deck for the Valhall platform. FEED services included design, procurement and project management services and scope has been extended for the full project duration and includes construction management assistance

Scale: Extending useful life by approx 40 years

Duration: 5 years (FEED 14 months, detailed design 4 years)



Case study – Ekofisk

Client: ConocoPhillips

Location: Offshore, Norway

Services offered: Mustang to provide Front-end engineering design (FEED) for the Greater Ekofisk Area Development 2/4 Z, a 40-slot wellhead platform located in approximately 70-75 meters of water in the Norwegian Sector-North Sea. J P Kenny, will provide design services for the subsea flow lines and pipelines across the Greater Ekofisk Area.

Scale: Net production from the Greater Ekofisk area during 2007 was 99 MBD of crude oil, 103 MMCFD of natural gas and 4 MBD of NGL.

Duration: 12 months



Case study – Shtokman

Client: Gazprom, Total and StatoilHydro consortium

Location: Barents Sea, Russia

Services offered: Front-end Engineering Design (FEED) and project management services

- 600km 44" pipeline running south into Murmansk
- First offshore development in this area
- One of the world's most challenging projects due to the arctic water conditions

Scale: Reserves of gas have been put at 3.2 trillion m³, with another 31 million t of condensate

Duration: 5 years



Case study – GoM deepwater

Client: Various

Location: Gulf of Mexico, USA

Services offered: Conceptual and (FEED) front end engineering design, detailed engineering, project and construction management

Scale: Market leading position in deepwater Gulf of Mexico. Projects range from 1,500 to 8,000 feet

Duration: Current projects include: ATP Mirage, Anadarko K2, Chevron Big Foot, Shell Perdido and Hess Pony



Case study – Foster Creek

Client: Encana
Location: Canada

Services offered: Engineering, procurement and construction management for a SAGD (steam-assisted gravity drainage) project

Scale: One of the largest commercial SAGD fields in Canada

Duration: Foster Creek has been constructed as a series of developments, and IMV completed five of them between 2004-08 and is currently working on two more in the area: FCO 2009 and FCO 2010



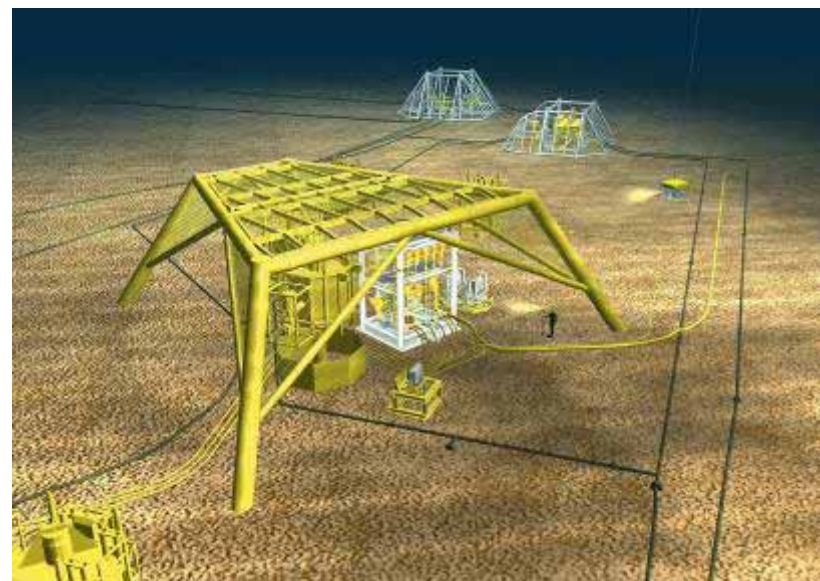
Case study – Gorgon

Client: Chevron, Shell and ExxonMobil joint venture
Location: Australia

Services offered: FEED, including subsea engineering on the upstream facilities (JP Kenny - Technip joint venture). Delivering an environmentally sensitive solution in nature reserves

Scale: 40 trillion m³ of gas, Australia's largest known gas resource. A\$11bn of initial investment

Duration: Engineering phase to last for 24 months plus



Case study – Downstream

Client: Citgo, Tesoro, Valero and others
Location: USA

Services offered: De-bottlenecking, refinery upgrades, low sulphur diesel modifications throughout the US

Scale: Leading market position in brownfield refinery upgrades in North America

Duration: 3 months to 3 years



Case study – Block 31, Angola

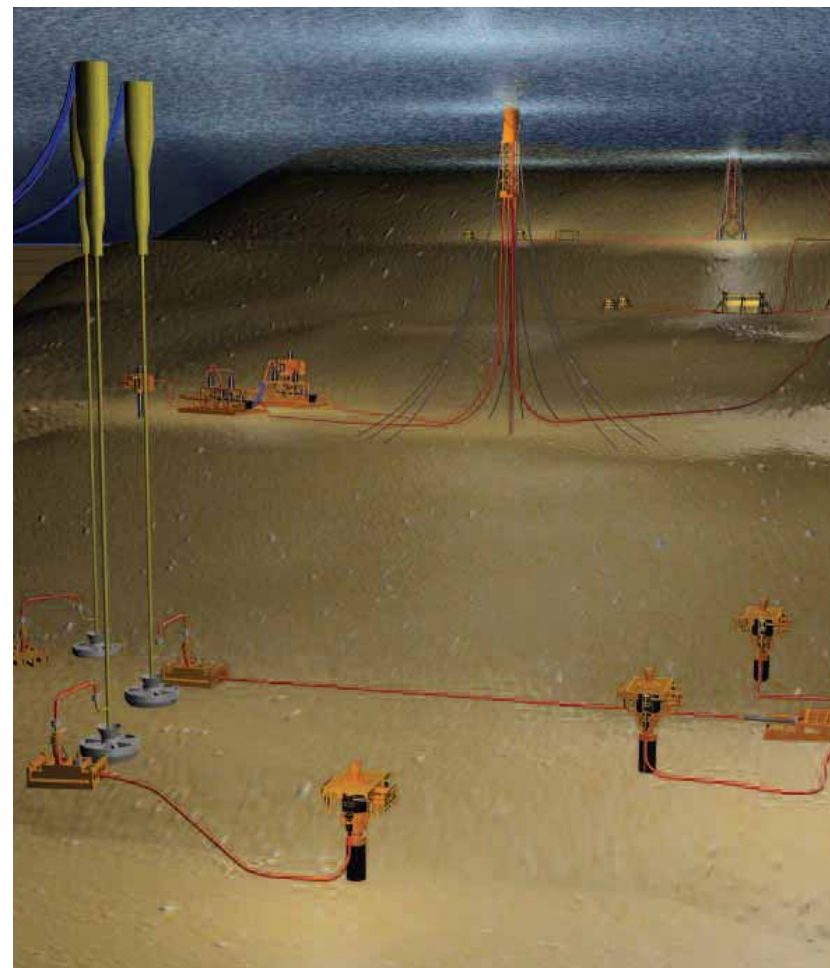
Client: BP

Location: Angola

Services offered: 60+ engineers working on the SURF FEED phase of BP's Angola programme including four deepwater reservoirs Plutao, Venus, Saturno & Marte in Block 31, ultra deepwater (2,500 metres).. Creating a series of "standardised" sequential field developments with the aim of cutting capex/bbl.

Scale: Angola currently produces in excess of 1.7 million barrels of oil per day, and in 2008, it is expected that the nation's daily oil production will reach 2 million barrels

Duration: 24+ months





Case studies

Production Facilities



Case study – UKCS Dutyholder Service

Client: Various
Location: UKCS

Services offered: Operations support services for the changing UKCS licensee landscape and new entrants. WGPf careful build up of capability

Scale: Market leading position in UKCS dutyholder service. Expected to contribute 5% of Group revenue in 2009

Duration: Typically life of field

Contract awards:

- 2005:** Piranema, Brazil for Petrobras / Sevan Marine
- 2007:** Hummingbird, UKCS for Venture / Sevan Marine
- 2008:** Voyageur, UKCS for Oilexco / Sevan Marine
- TENC Assets for TAQA
- Beatrice & Nigg for Ithaca



Case study – Shell Gas Plant (UK)

Client: Shell
Location: UK

Services offered: Engineering & construction and maintenance support services

Scale: 500+ personnel

Duration: Supporting Shell Gas Plants since 1997, current contract 5 years plus options from 1st April 2007

Sites Covered:

- St Fergus Gas Plant
- Fife NGL Plant
- Braefoot Bay Loading Terminal
- Goldeneye Offshore Plant



Case study – BP Trinidad Maintenance Contract

Client: BP

Location: Trinidad

Services offered: Strategic Outsourcing Contract Agreement covering:

- offshore & onshore maintenance & reliability
- minor modifications engineering & field execution
- materials management
- management of BP TT's contracts

Leading to:

- safer operations
- integrity in people, plant & processes
- world class maintenance capabilities in T&T
- training & development, meaningful career opportunities
- potential to deploy capabilities of T&T nationals globally

Scale: 400+ personnel

Duration: 5 year renewable, reimbursable, performance based



Case study – Equatorial Guinea Operations Support

Client: Various

Location: Equatorial Guinea

Services offered:

- Operations
- Maintenance
- Project Management
- Construction
- Logistics
- Training

Scale:

- 11 offshore platforms
- 2 FPSO's
- 2 onshore support bases
- 2 training facilities
- 1 LPG plant
- 1 LNG plant
- 600+ personnel

Duration:



since 2003



since 2004



since 2004



since 2006





Case studies

Well Support



Case study – Pan America

Client: PanAmerican Energy
Location: San Jorge Basin, Argentina

Services offered: Supply and installation of ESP systems. In addition to the ESP systems, Wood Group will supply field services, electrical maintenance services, testing and repair of equipment, operational data collection, data base maintenance, and application engineering support for the 500 units currently installed

Scale: \$120m

Duration: 6 years



Case study – Saudi Aramco

Client: Saudi Aramco
Location: Saudi Arabia

Services offered: Two contracts for the supply of wellhead assemblies and valves. Supply of various wellhead assemblies and valves from several WGPC facilities around the world, and the establishment of an in-Kingdom manufacturing facility to supply Saudi Aramco's onshore and offshore oil and gas production well sites

Scale: over \$50m

Duration: 5 years



Case study - ExxonMobil

Client: ExxonMobil

Location: Chad

Services offered: Provision of electric submersible pumps and services including well surveillance, equipment maintenance and repair. The contract targets increased run life and increased production providing a significant return enhancement to the customer

Scale: \$100m

Duration: 5 years





Case studies

Gas Turbine Services



Case study – ETEC

Client: East Texas Electric Cooperative

Location: Shepherd, Texas

Services offered: Operations & maintenance contract to construct and commission the San Jacinto generating facility – 230 MW

First of two generating stations to be fully owned by ETEC

Scale: \$36 million

Duration: 5½ years



Case study – NYPA

Client: New York Power Authority

Location: New York, USA

Services offered: Major long term maintenance agreement to provide parts, repairs, field services and risk management for two GE Frame 7FA+e advanced technology gas turbines at 500MW combined cycle power station

Scale: approx \$200m

Duration: 16 years



Case study – BP Azerbaijan

Client: BP

Location: Azerbaijan

Services offered: Repair and overhaul services for BP's Rolls-Royce RB211 gas turbines in Azerbaijan

Scale: covers 28 RB211 gas turbines operating both onshore and offshore in Azerbaijan

Duration: each unit will require two scheduled workshop visits, one for mid-life overhaul and a second for major overhaul.

We have been supporting BP's worldwide RB211 fleet for 14 years



Case study – Suez Group

Client: Suez/GLOW/ Rusail
Location: Oman & Thailand

Services offered: Long term contracts for the maintenance of eight GE Frame 9E gas turbines located at the former Al-Rusail Power Company in the Sultanate of Oman and for maintenance services to GLOW Group, Thailand a Suez Group company. The contracts include an innovative, risk sharing arrangements around the management of major maintenance for the power plants.

Scale: approx \$92m

Duration: 16 & 18 years respectively

