

wood.

Oil & Gas.

Share Fair 2026

Shaun Lewis, Vice President Upstream, Wood

March 2026



Wood is now proudly a Sidara company.

Wood has entered a new chapter as Sidara's **Energy & Materials pillar**, with long-term backing for future growth.



dar

Multi-disciplinary

Perkins&Will

Architecture

TYLin

Global
infrastructure

CURRIE
& BROWN

Project
management

wood.

Energy &
materials

We are a leader in consulting, engineering and operations for the energy and materials sectors.

We help clients design, build and run complex industrial systems with precision and care.



Wood at a glance.

33,000

People

c50

Countries

c180

Offices

21%

Revenue from
sustainable solutions

160+

Year
history

c\$5bn

Group
revenue

Wood operates through three global business units, supported by a regional delivery model.

Consulting

Specialist engineering

Guiding clients from concept to investment decision, ensuring technical and commercial certainty.

Projects

Project delivery

Executing complex capital projects from design to completion with certainty and global capability.

Operations

Asset Management

Optimising asset performance through lifecycle solutions, strengthening reliability and long-term value.

Americas | UK & Europe | Middle East, Africa & Caspian | Asia Pacific

Lifecycle solutions: Supporting project investment from the very start to the very end.

Advise

- Feasibility
- Concept design
- Pre-FEED
- Strategy planning

Design

- FEED
- Detailed design
- Owner's engineer

Deliver

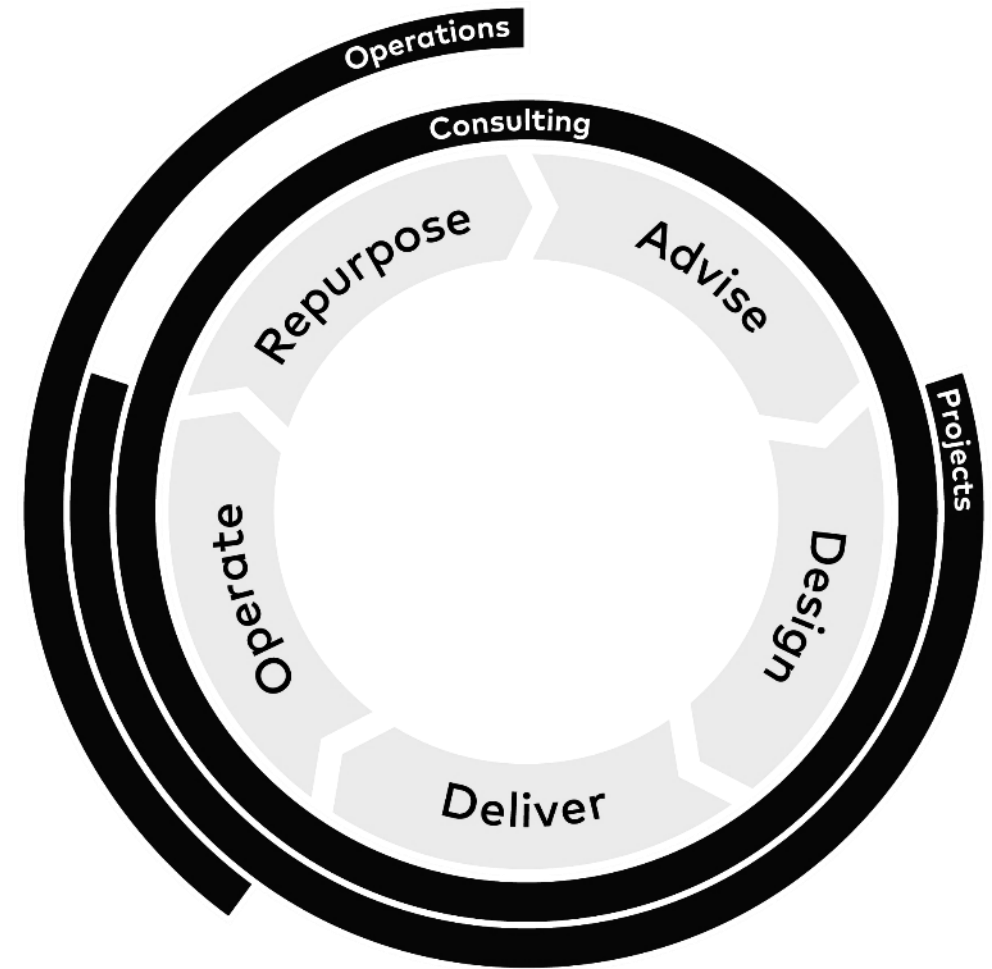
- PMC
- EPCm
- Commissioning

Operate

- Maintenance
- Modifications
- Brownfield engineering
- Operating partner/Duty holder
- Asset management
- Asset optimisation

Repurpose

- Life extension
- Asset repositioning
- Decommissioning



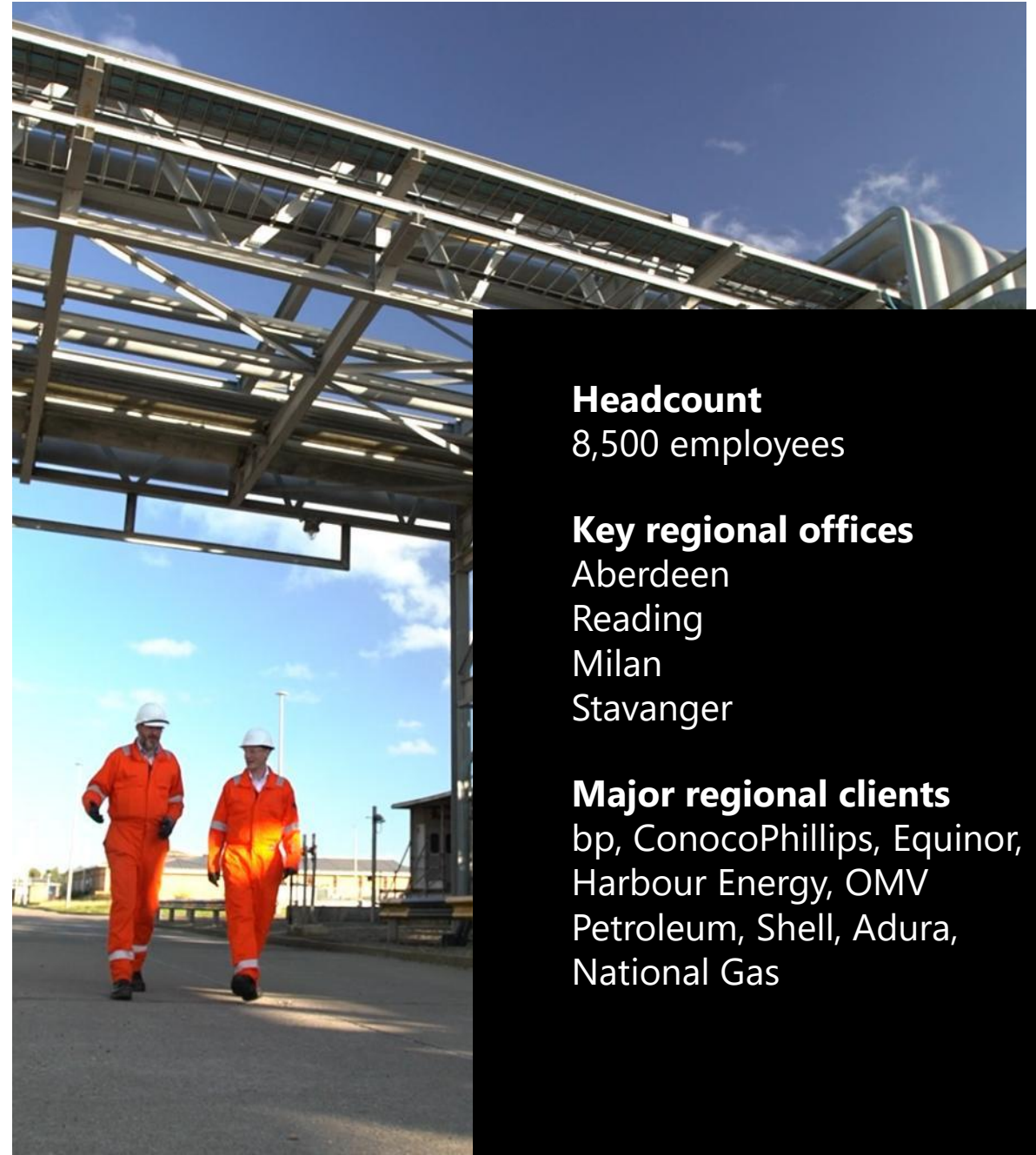
UK & Europe

Primary markets: Oil & Gas, Refining & Chemicals, Sustainable Fuel, Hydrogen, Carbon Capture, Renewable Energy

Key solutions:

- Advisory services
- Pre/Front end engineering & design (FEED)
- Engineering, Procurement & Construction management (EPCM)
- Project Management Consultancy
- Operations & Maintenance (O&M)
- Duty Holder/Operating Partner
- Brownfield modifications (EPC)
- Late Life Asset Management & Decommissioning

Regional pride point: Responsible for safely providing 40% of the UK's gas as Duty Holder for the CATS and SAGE gas terminals.



Headcount
8,500 employees

Key regional offices
Aberdeen
Reading
Milan
Stavanger

Major regional clients
bp, ConocoPhillips, Equinor,
Harbour Energy, OMV
Petroleum, Shell, Adura,
National Gas

Continued success in the UK's oil and gas sector

Duty holder



- Duty holder for Kellas Midstream at the CATS facility in Teesside - roughly a quarter of total UK production.
- Duty holder for Ancala Midstream at the SAGE terminal at St Fergus
- Duty holder for ENI UK in Liverpool Bay on the Irish Sea Pioneer jack up vessel.

Operations & maintenance



- Wood **secured a 3-year contract** extension to provide operations, maintenance, modifications and support services (OMMS) on Equinor's Mariner Assets.
- Operations and maintenance, including **digital and decarbonisation solutions**, across several Harbour Energy assets
- Last year we also extended contracts with Shell UK, Dana Petroleum and CNOOC

Engineering & brownfield



- New contract win with Anasuria (AOC) in 2025 for FPSO engineering and brownfield modifications
- Successfully delivering **multiple TAR events** across many clients and assets
- Working on 6 brownfield FGRS solutions, at various stages, to help **decarbonise** North Sea producing assets

Future in oil and gas: pipeline of work



Multiple brownfield EPC term contracts

- **Cost effective EPC services** for multiple operators across the North Sea. Mods of varying size – from repair orders to complex mods
- Typical work scopes flowlines, caisson repairs and obsolescence projects.

Brownfield project work scopes

- Covering the full project lifecycle, Optional Appraisal, Select, FEED & EPCC topside brownfield execution
- Current projects include **flare gas recovery**, process optimisation projects, and **subsea tieback** projects

Turnaround preparation and execution

- Integrating maintenance work, integrity activities and engineering modifications
- Organising, resourcing and **executing efficient TAR's** and campaigns

Supply chain opportunities

Packages & equipment

Low pressure booster compressor
Diesel centrifuge package
N2 generator (temp and/or perm)
Pumps
GTG collector
Cargo vent davits
Turbine compressor, gearbox and couplings
Anti-surge flowmeters
Flare ignition package
Ejector packages
Eductor packages
Chloride monitoring package

E&I

Switchgear
Instrumentation gauges and transmitters
Power and instrumentation cabling
Cabling and containment
Bulk E&I materials

Mechanical

Valves: ball, gate, DBBs, TCV
Anti-surge valves
Choke valves
Instrument piping, fittings & valves
Bulk piping materials, bolting, gaskets

Fabrication

Piping & Structural fabrication
Handrails & grating
Materials & fittings

Specialist subcontracts

Civils and groundworks
Leak testing services

Where you can help

What we need...



- Standardised, cost-effective solutions
- Predictable delivery and optimised lead times
- High-quality, reliable products and services
- Solutions that improve engineering efficiency and speed of construction

Where we can collaborate...



- Joint initiatives to lower cost and improve performance
- New technologies and alternative suppliers
- Innovative commercial models
- Solutions that challenge legacy standards

Where we can help each other

What great suppliers do well...



- Proactive, accountable and self-driven
- Deliver on time with consistent, reliable quality
- Communicate transparently if issues arise
- Bring forward innovative ideas that solve real challenges
- Provide accurate, complete, and timely documentation

What can Wood do differently...?



- What feedback would you give to Wood?
- Are our enquiries straightforward and fast to action? What could we change?
- Do you have enough opportunity to present new ideas or alternative solutions?
- What changes from us would help you perform at your best?

Get in touch.

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wood.