

August 29, 2025

Dear Partners,

As you may have seen from the announcement today, we are pleased to inform you that the boards of Sidara and Wood have announced the terms of a recommended cash acquisition of Wood (the “**Offer**”). The Offer, recommended by Wood’s board, is for 30p per share, giving a total value of c.£ 262 million attributable to the entire issued and to be issued ordinary share capital of Wood.

As an equity Partner, I wanted to reach out to you first as I know that you will have questions regarding what this means for the business and partnership.

Sidara’s vision is for Wood to become its Energy and Materials division. Sidara values the talent in the Wood organisation and intends to retain the Wood brand. In the near term, Sidara’s clear priority is to provide greater stability to Wood, bring financial strength to the business and to invest in Wood’s client relationships. In the longer term, Sidara believes that Wood would provide an attractive platform to drive growth across its enlarged business.

It will be business-as-usual for all of us whilst discussions between our boards continue. Please read this email carefully and take care to note the ‘Guidelines for communication’ at the bottom of this note.

A copy of the announcement in relation to the Offer (the “**Announcement**”) and all other information, documents and announcements relating to the Offer are, and will remain during the course of the Offer, available at www.energy-pillar.com. This communication is not to be taken as a summary of the information in the Announcement and should not be regarded as a substitute for reading the Announcement in full. For the avoidance of doubt, the content of www.energy-pillar.com is not incorporated into, and does not form part of, this communication.

We remain bound by the U.K. Takeover Code and as such, we are unfortunately restricted in what we can say. Please see below for a reminder of the guidelines as to what we can and cannot comment on in relation to the Offer. It is important that we stick to these messages.

We will continue to keep you updated as the process develops.

Please don't hesitate to contact me with any questions.

Regards,

Rita Zeinoun

Guidelines for communication:

- We are bound by the rules of the U.K. Takeover Code which restrict what we can say. You should decline to be drawn into conversation about any potential acquisition.
- Avoid speculation about what this might mean for employees, individual Sidara companies or the broader Collaborative.
- Do not proactively reach out to external third parties (including employees at Wood) to discuss/provide comment on the reported acquisition proposal.
- If approached by external parties requesting comment on the potential acquisition, you should decline to be drawn into a conversation. Please refer any questions to Rita Zeinoun.

Directors' responsibility statement

The directors of Dar Al-Handasah Consultants Shair and Partners Holdings Ltd and

*Sidara Limited (the "**Directors**") accept responsibility for the information contained in this communication relating to Dar Al-Handasah Consultants Shair and Partners Holdings Ltd and Sidara Limited. To the best of the knowledge and belief of the Directors (who have taken all reasonable care to ensure that such is the case) the information contained in this communication (including any expressions of opinion) is in accordance with the facts and does not omit anything likely to affect the import of such information.*

Disclosure requirements of the Code

Under Rule 8.3(a) of the Code, any person who is interested in 1 per cent. or more of any class of relevant securities of an offeree company or of any securities exchange offeror (being any offeror other than an offeror in respect of which it has been announced that its offer is, or is likely to be, solely in cash) must make an Opening Position Disclosure following the commencement of the offer period and, if later, following the Announcement in which any securities exchange offeror is first identified. An Opening Position Disclosure must contain details of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror(s). An Opening Position Disclosure by a person to whom Rule 8.3(a) applies must be made by no later than 3.30 p.m. (London time) on the tenth business day following the

commencement of the offer period and, if appropriate, by no later than 3.30 p.m. (London time) on the tenth business day following the Announcement in which any securities exchange offeror is first identified. Relevant persons who deal in the relevant securities of the offeree company or of a securities exchange offeror prior to the deadline for making an Opening Position Disclosure must instead make a Dealing Disclosure.

Under Rule 8.3(b) of the Code, any person who is, or becomes, interested in 1 per cent. or more of any class of relevant securities of the offeree company or of any securities exchange offeror must make a Dealing Disclosure if the person deals in any relevant securities of the offeree company or of any securities exchange offeror. A Dealing Disclosure must contain details of the dealing concerned and of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror(s), save to the extent that these details have previously been disclosed under Rule 8. A Dealing Disclosure by a person to whom Rule 8.3(b) applies must be made by no later than 3.30 p.m. (London time) on the business day (as defined in the Code) following the date of the relevant dealing.

If two or more persons act together pursuant to an agreement or understanding, whether formal or informal, to acquire or control an interest in relevant securities of an offeree company or a securities exchange offeror, they will be deemed to be a single person for the purpose of Rule 8.3. Opening Position Disclosures must also be made by the offeree company and by any offeror and Dealing Disclosures must also be made by the offeree company, by any offeror and by any persons acting in concert with any of them (see Rules 8.1, 8.2 and 8.4).

Details of the offeree and offeror companies in respect of whose relevant securities Opening Position Disclosures and Dealing Disclosures must be made can be found in the Disclosure Table on the Panel's website at www.thetakeoverpanel.org.uk, including details of the number of relevant securities in issue, when the offer period commenced and when any offeror was first identified. You should contact the Panel's Market Surveillance Unit on +44 (0)20 7638 0129 if you are in any doubt as to whether you are required to make an Opening Position Disclosure or a Dealing Disclosure.