

We partner
on projects that
matter to the world

Globally diversified expertise...

Over 40,000 people, operating
in more than 40 countries

supporting a world in transition...

Leading positions across
markets balancing security,
affordability and sustainability

with end-to-end capabilities.

Across the full life cycle of
our customers' assets

ASSET
LIFECYCLE

Consulting

Concept

Design

Execution

Operate

Remediate



Detailed engineering

Procurement

Construction



By the
numbers¹

\$12b+
Aggregated revenue

40k+
Workforce

40+
Countries

INVESTOR FACT SHEET **AUGUST 2026**

Worley's investment proposition

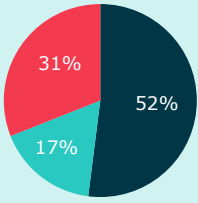
Why Worley is structurally positioned
to capture long-term growth

Structural demand and tailwinds

Positioned at the
center of long-
duration customer
capital cycles

Capital-light business model

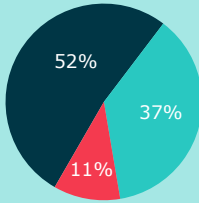
Capital-light
delivery model with
minimal balance-
sheet exposure



■ Professional services
■ Construction & fabrication
■ Procurement

Global scale and market position

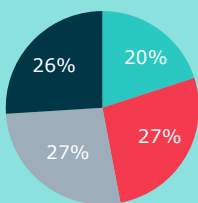
Scale and customer
relationships built
and sustained over
decades



■ Americas
■ EMEA
■ APAC

Diversified earnings

Driving quality growth
through cycles with
diversification across
sectors, services and
geographies



■ Other Energy
■ Integrated gas (Energy)
■ Chemicals
■ Resources

Disciplined growth and execution

Earnings growth
through selective
full project delivery²
and targeting
growth markets

double digit
medium term
underlying EBITA
CAGR ^{3,4}

Executing our FY30 growth ambition

Aligned with long-term
investment trends

FY26

Current
market
growth

AI-
enabled
Full
Project
Delivery

Future-
facing
growth
markets

Scale
benefits

Growth
ambition

Medium term
(FY30)

Tailwinds in core end-
markets + response to
Middle East disruption

Increasing earnings
mix from full-
service delivery

Scaling into
structurally
growing markets

Margin resilience
through AI, GID
and cost discipline



Energy
security



Rapid AI
and Digital
Acceleration



Energy
transition



Electrification



Resource
demand

1 – Metrics shown are based on FY2026; 2 - % based on FY2026 aggregated revenue; 3 - We do not and will not perform competitively bid Lump Sum Turnkey work (LSTK); 4 - All forward looking statements remain subject to no material deterioration in current market conditions, including currency exchange effects, forward estimates of timing, award and delivery of future projects.



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