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ASX release

Worley Investor Day 2026

Strategy leverages global capabilities to expand in future-facing growth markets

Worley Limited (ASX: WOR) (“Worley”) today hosts its 2026 Investor Day, where CEO Chris Ashton and senior leaders will outline the company’s medium-term growth and value creation strategy extending to FY30. The company will highlight strategic partnerships and recent customer projects and provide an update on cost saving initiatives and capital management plans.

Organic growth levers are supported by megatrends including the energy transition, population growth and digital acceleration. While current geopolitical tensions in the Middle East have impacted our expected financial performance for the current financial year as shared in our recent ASX Release,¹ over the medium to longer term Worley expects growth opportunities from increased spend in energy, chemicals and resources infrastructure and complex capital programs as well as a focus on alternative energy sources. More immediately, our focus is on repair and rebuild efforts in the region. Global security and affordability of energy, chemicals and resources are a focus of discussions with customers globally, supporting them in their strategic response to the impact of the conflict.

With tailwinds underpinning growth, Worley’s global scale and capability support a compelling value proposition. Whilst we continue to support sustainability-related work as our customers need, the company is now focused on growing revenue and earnings by working with more customers to deliver projects across the full lifecycle in energy, chemicals and resources. Worley is well positioned to capture a greater share of customer lifecycle spend, including taking on additional large, complex projects within our established risk appetite.

Worley’s differentiated project delivery capabilities, including AI, expand our relevance in existing and adjacent growth markets. Attractive opportunities exist where capital deployment is accelerating, including in integrated gas and energy transition materials. In adjacent markets there are opportunities in power, nuclear and data centres and broader complex critical infrastructure markets, where Worley has strong transferable capabilities and an existing track record from which to scale.

Strategic partnerships, alliances and new customer wins are important to supporting this strategy and Worley is pleased to have recently reached agreements with:

- Baker Hughes to jointly pursue opportunities in the Liquefied Natural Gas (LNG) sector
- BCEI to provide engineering services on several behind-the-meter power generation plants to support their US data center campuses
- Orbia for engineering and delivery support for their lithium hexafluorophosphate facility in Louisiana

¹ Refer ASX Release dated 20 April 2026 ‘Conflict in the Middle East and impact on Group Outlook’.



- St George Mining who have selected Worley as feasibility technical advisor for a rare earths project in Brazil
- Bruce Power to provide services related to the Bruce C nuclear project in Ontario
- Nuclitalia supporting Small Modular Reactor (SMR) nuclear technology selection services

Efforts to accelerate growth in market share will be supported by targeted investment in capabilities, market positioning and extracting greater efficiencies. Worley expects to invest \$70 million over the next two years in digital and AI as well as organic investment to scale priority growth platforms.

Integrated digital solutions and AI are part of a broader enterprise-wide strategy to drive greater productivity and improved outcomes for customers. Partnerships, such as with NVIDIA, support Worley to deliver solutions across the asset lifecycle that create customer value, enhance margins and expand our addressable market.

Transformation and restructuring efforts are continuing to ensure ongoing business resilience. Additional costs related to these efforts in the second half of this financial year are expected to be lower than the first half of the year as the program progresses. Initiatives to deliver meaningful annualised savings are progressing well with \$95 million of cost savings actioned and a further \$25 million of cost saving measures underway. These savings will exceed our initial target of \$100 million in annualised savings.

As part of the company's capital management initiatives Worley will undertake a new on-market share buyback of up to \$300 million. This follows the successful completion of an initial \$500 million buyback program on 22 April 2026. The new program demonstrates the Board's confidence in the company's financial position and growth outlook and its commitment to delivering shareholder value. The timing and value of shares purchased will be dependent on prevailing market conditions, share price and other factors.

In support of the company's updated growth strategy, Worley is pleased to announce a change to the Group Executive from 1 July 2026. Andy Hemingway will become Group President, Major Projects and Programs. Mark Trueman will take on a new role of Group President, Chief Commercial and Development Officer.

"We're continuing to build on our strong foundations, expanding our full project delivery capability to access a larger share of our customers' spend. We're leveraging our strong position in energy, chemicals and resources to capture market share in our existing markets and adjacent future facing growth markets. We are applying our digital capability across our enterprise, adopting AI-enabled project delivery to give us a strong competitive edge," said Chris Ashton, Chief Executive Officer. "Our clear growth strategy supports our ambition to deliver double digit underlying EBITA growth over the medium-term to FY30 creating value for our shareholders."

A live webcast of the Investor Day presentation will commence at 9.00 am and conclude at 12.00 pm (AEST). The live webcast can be accessed [here](#) or via the Investor Centre on Worley's website. An archive of the webcast will be available on the website



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About Worley: Worley is a global company of energy, chemicals and resources experts headquartered in Australia and listed on the Australian Securities Exchange (ASX: WOR).

We partner with our customers to deliver projects and create value across the life of their assets. We specialise in consulting, engineering, procurement and construction across the project lifecycle, with services extending through to operations and decommissioning. Leveraging extensive experience and AI-enabled delivery, we support customers in navigating complexity as they meet today's needs and transition to more sustainable solutions.