

INVESTOR DAY

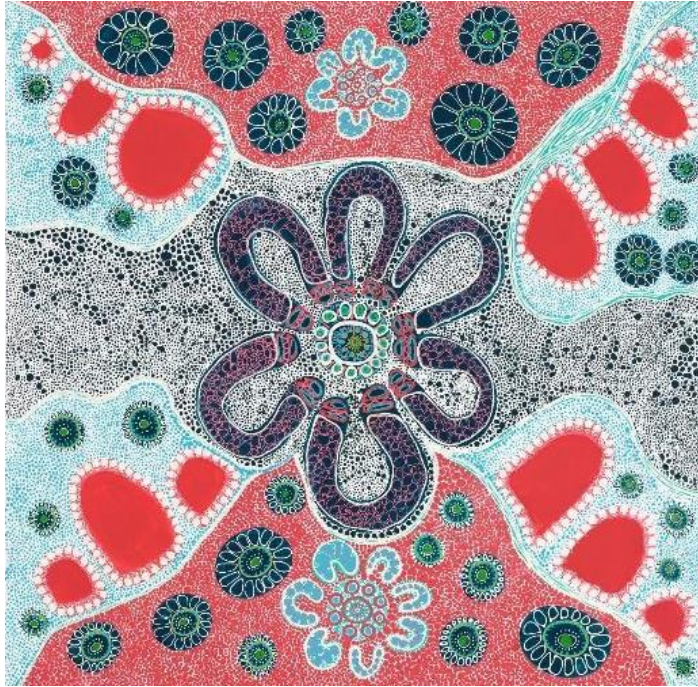
MAY 2026



**From
Engineering
Foundations to
Delivery Partner**

Our strategy for growth

Stronger together



Worley acknowledges and pays respect to the past, present and future Traditional Custodians of Country throughout Australia and extends this acknowledgement and respect to First Peoples in all countries in which we operate.

Artwork "Tracks We Share" by Contemporary Indigenous Artist Lauren Rogers, for Worley.

Disclaimer

The information in this presentation about Worley Limited and the entities it controls (Group) and the Group's activities is current as at 14 May 2026 and is in summary form and is not necessarily complete. It should be read together with the Company's Appendix 4D, Interim Financial Report for the half-year ended 31 December 2025 and other announcements lodged with the Australian Securities Exchange. The financial information contained in the Interim Financial Report for the half-year ended 31 December 2025 was reviewed, but not audited, by the Group's external auditors. This presentation is not intended to be relied upon as advice to investors or potential investors. Investors should seek qualified advice before making investment decisions.

This presentation contains forward-looking statements. Such statements may include statements about expectations of energy consumption and related emissions, future demand for Worley's services, global market conditions, management plans, goals and strategies. The presentation also covers current expectations with respect to Worley's business and operations, financial conditions and market practices, capital costs and scheduling and the availability, implementation and adoption of new technologies. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'will', 'may', 'expect', 'ambition', 'target', 'outlook', and other similar expressions.

These forward-looking statements reflect the Group's expectations at the date of such statements. They are not guarantees or predictions of future performance or outcomes. They involve known and unknown risks and uncertainties, many of which are beyond our control and which may cause actual outcomes and developments to

differ materially from those expressed in the statements. Factors that may affect forward-looking statements include geopolitical disruption and related delays to awards, execution and schedule; implementation and timing of transformation and cost-out initiatives; legal and regulatory changes; technological changes; changes in customer investment patterns (including in energy transition-related markets), economic and geopolitical factors including global market conditions, demand and availability of highly skilled people; and risks, including physical, technology and carbon emissions reductions risks.

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Authorised for release by Nuala O'Leary, Group Company Secretary.

Welcome

Kylie Ramsden

Group Director Investor Relations



Agenda



Welcome
Kylie Ramsden
Investor Relations



FY30 ambition
Chris Ashton
CEO



Strategy for growth
Andy Hemingway
Executive Group Director, Growth



Leveraging Digital and AI
Laura Leonard
Chief AI & Enterprise Services Officer



Executing our strategy

Mark Brantley Group President
Global Operations

Mark Trueman Group President
Major Projects and Programs

- **Jim Shaughnessy** President EMEA
- **Rachelle Goebel** Global Sector Lead
- **Ross McPherson** President Americas



Our financial discipline
Justine Travers
CFO



Closing remarks and Q&A
Chris Ashton
CEO



We are



An **industry leader** of energy, chemicals and resources experts



Energy



Chemicals



Resources

Globally diversified expertise...



~42,000 people,
operating in 43 countries

supporting a world in transition...



Leading positions across traditional,
transitional and sustainable markets

with end-to-end capability.



Across the life cycle of our
customers' assets

FY30 Ambition

Chris Ashton
Chief Executive Officer



Our Growth Strategy

What you'll hear today

1

Clear Tailwinds

Worley sits at the centre of ECR security and affordability megatrends, with scale, relationships and expertise



2

Scaled Delivery Model

Expanding full project delivery capabilities to capture greater share of customer spend, with discipline



3

Future Facing Growth Markets

Leveraging track record and skills to strengthen and expand ECR and Complex Critical Infrastructure markets



4

Embedding Digital and AI

Employing new tools to deliver more quickly and at lower cost across the enterprise

Worley is well-positioned to convert
**long-duration
customer capital
cycles into
sustainable
earnings growth**

Maintaining safety, security, and business continuity

Business update

Situation in the Middle East



Our workforce of 4,000+ is safe

- No reported injuries or safety incidents
- Active location monitoring, clear escalation protocols in place



Our internal support networks are engaged daily

- Centralised, cross-functional coordination supported by our R3 team (Ready Response and Recovery)



Supporting customer needs

- Maintaining continuity across active projects
- Contingency and recovery planning where required



Hicham Kabbaj

EMEA President
Global Operations

Live cross

When global disruption reshapes critical energy, chemicals, resources and infrastructure, Worley supports:



Restoration

of impacted assets

Reconfiguration

of Middle East import and export infrastructure

Resilience

of global nation states toward Energy, Chemicals and Resources security

Business update and FY26 outlook

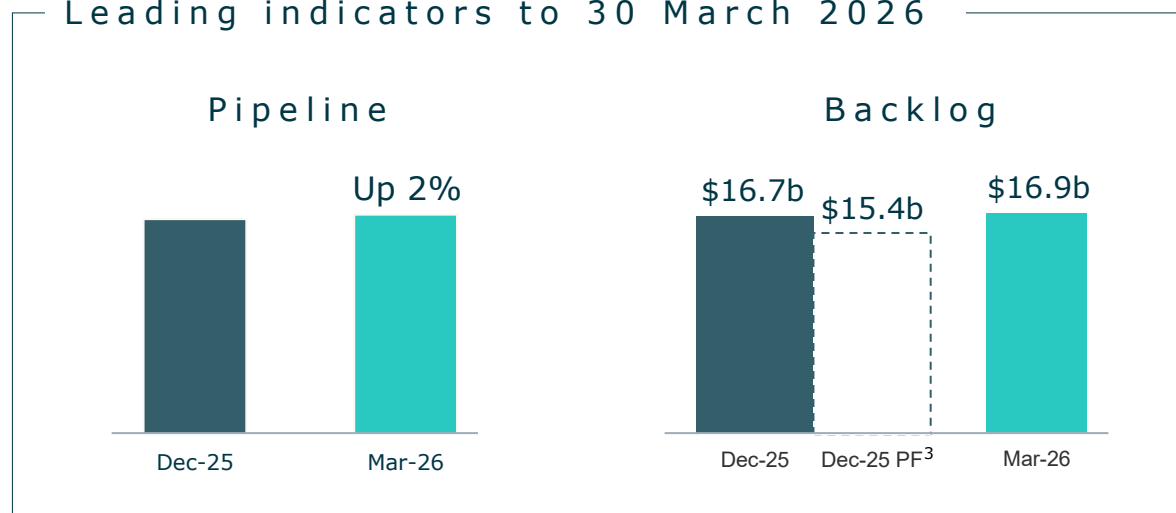
FY26 Outlook^{1,2}

The extended conflict in the Middle East has delayed project timelines and the award of new work, impacting services delivered both within and outside the region.

Consistent with the ASX release on 20 April 2026, it is now unlikely Worley will achieve growth in underlying EBITA in FY26. However, we continue to expect the underlying EBITA margin (excluding procurement) to be within a range of 9.0-9.5% and we continue to target higher aggregated revenue growth than FY25.

1. All forward looking statements remain subject to no material deterioration in market conditions, including forward estimates of timing, award and delivery of future projects and excludes currency exchange effects. See page 2 for more information.
2. On a constant currency basis.

Leading indicators to 30 March 2026



Strategic wins since Feb 2026 half year results

- Services Framework agreement with Tengizchevroil LLP
- Chevron Cyprus Aphrodite Gas Field Development FEED
- Venture Global's CP2 Project Phase 2 Full Notice to Proceed
- FEED for Dow Path2Zero Cogen project in Canada
- Engineering services for BCEI's behind-the-meter power at U.S. data centres

3. Dec-25 PF and March 2026 Backlog excludes ExxonMobil Baytown Blue Hydrogen Project which remains on pause.



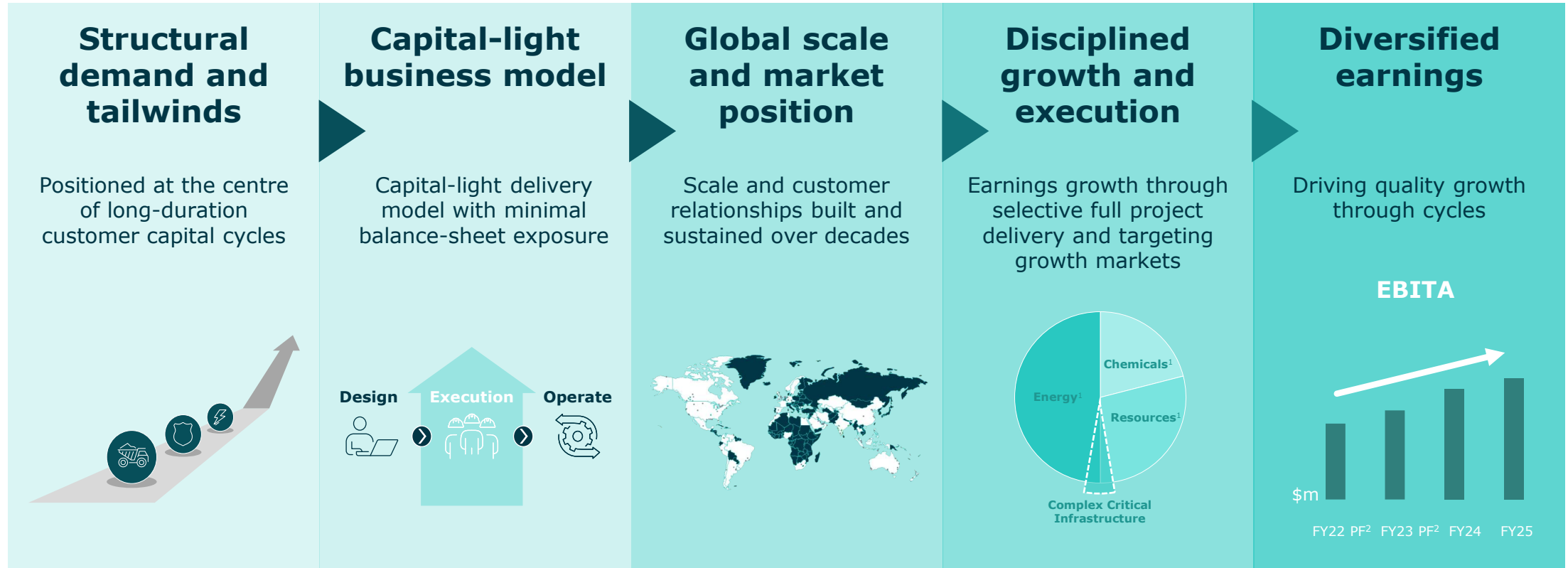
Venture Global's CP2 Project (Reimbursable EPC)

In March 2026, Worley received Full Notice to Proceed from Venture Global under its **reimbursable engineering, procurement and construction (EPC)** contract for the second phase of its CP2 project.

CP2 is a major LNG export facility located in Cameron Parish, Louisiana, United States. Worley has been providing EPC services for the first phase with on-site construction for Phase 1 having commenced in June 2025.

Photo credit:
Venture Global

Worley's investment proposition



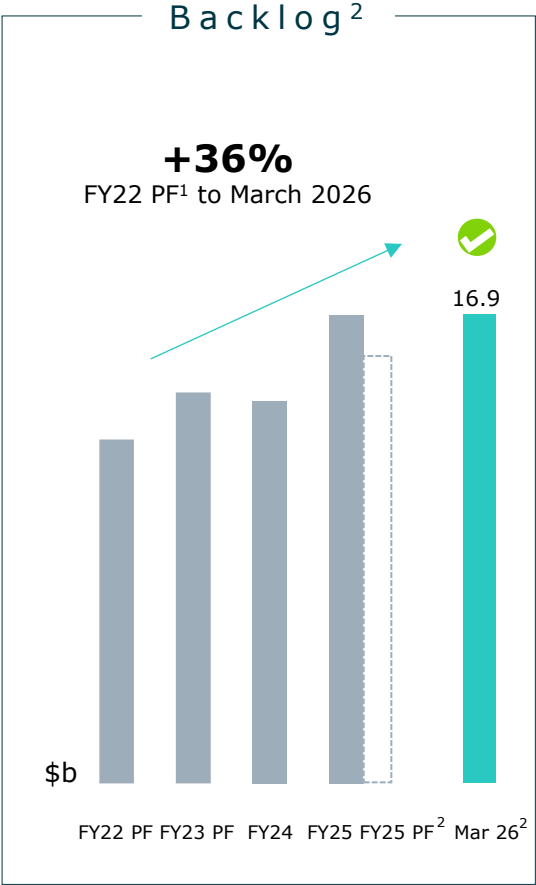
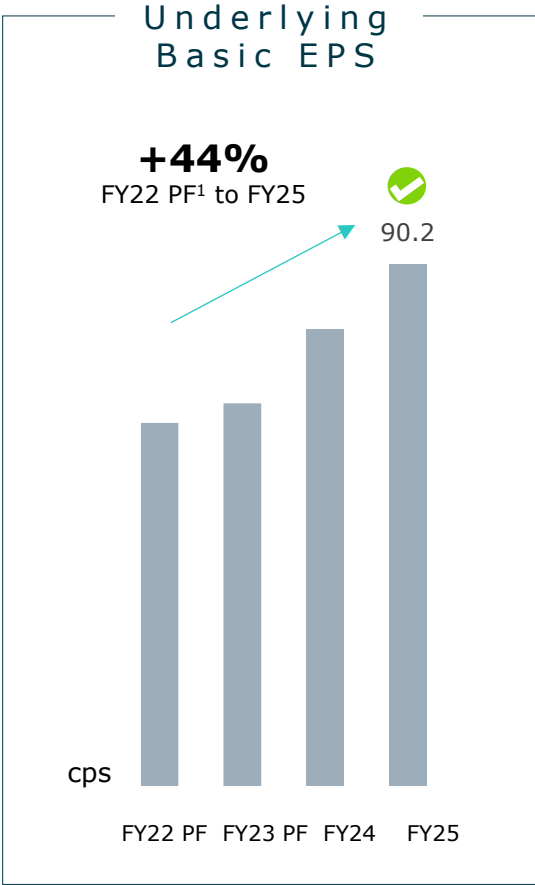
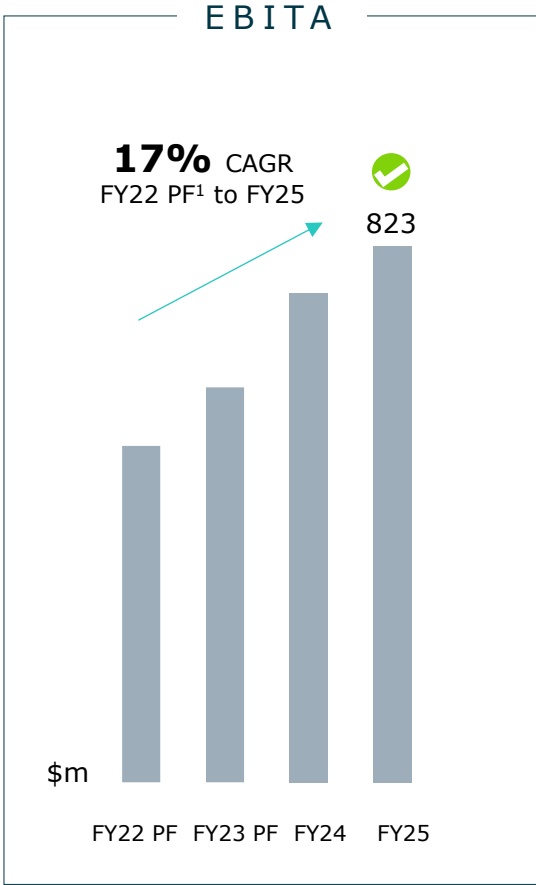
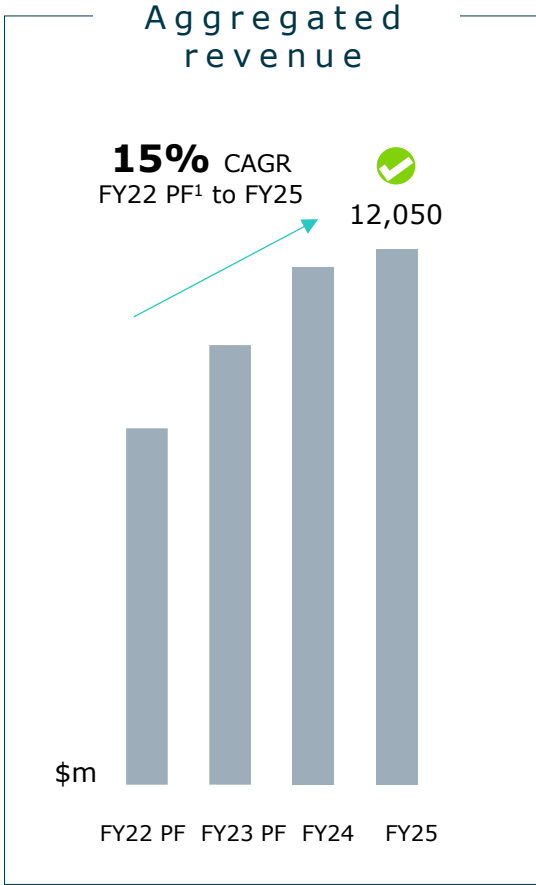
Worley's growth strategy leverages megatrends, underpinned by a solid business model to deliver sustainable earnings growth.

General Note: We do not and will not perform competitively bid Lump Sum Turn Key (LSTK) work.

1. Indicative % of aggregated revenue based on HY26.

2. FY22 PF and FY23 PF proforma excludes the divested North American Turnaround and Maintenance business.

Consistent growth delivered across earnings and forward indicators



1. FY22 PF and FY23 PF proforma excludes the divested North American Turnaround and Maintenance business.
 2. FY25 PF and March 2026 Backlog excludes ExxonMobil Baytown Blue Hydrogen Project which remains on pause.

Building on established foundations to unlock future growth



**GROWTH ENGINE
ENGINEERING
FOUNDATIONS**



**GROWTH ENGINE
ECR SCALE**



**GROWTH ENGINE
SUSTAINABILITY
SOLUTIONS**



**GROWTH ENGINE
AI-enabled
FULL PROJECT DELIVERY**



**Future-facing
GROWTH MARKETS**

FY30 Ambition

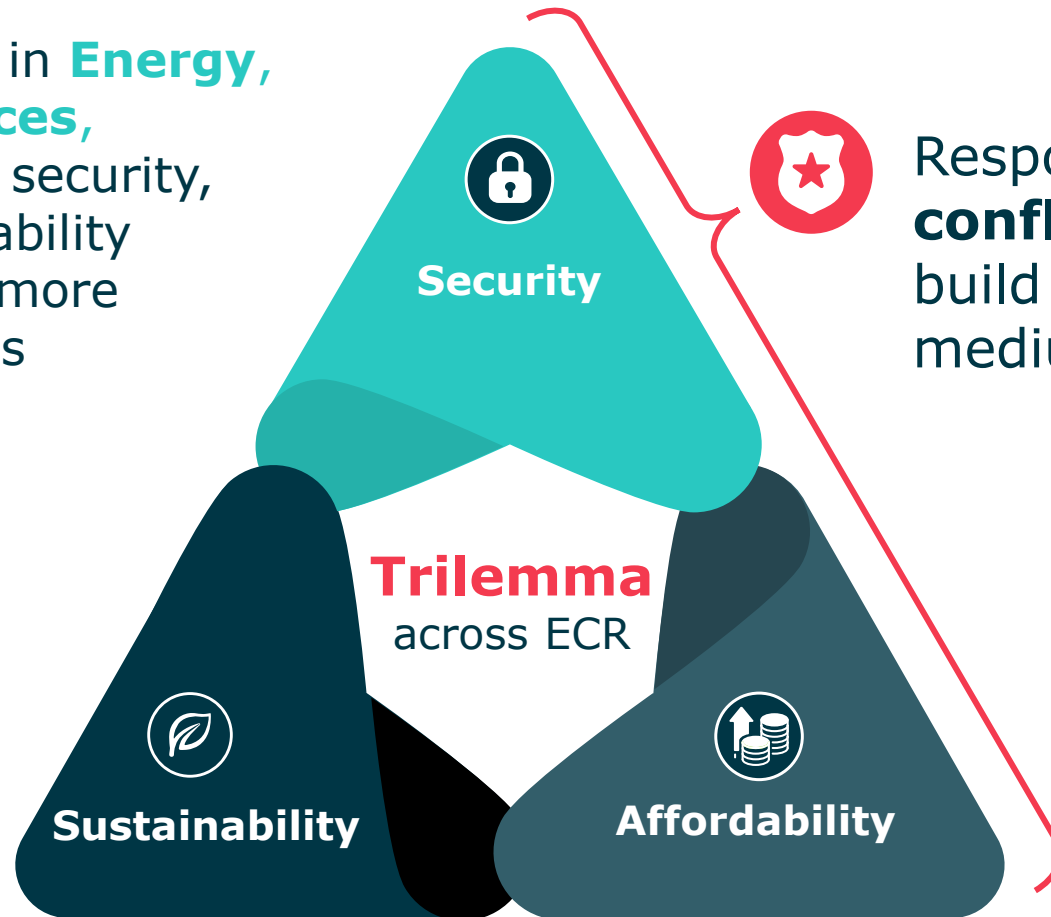
Achieving our next phase of growth

- 1 Benefiting from megatrends**
Well-positioned to benefit from megatrends supporting growth in the markets we already serve and respond to current market disruption
- 2 Scaling through AI-enabled Full Project Delivery**
Driving revenue and earnings by doing more for customers, more efficiently
- 3 Expanding into future-facing growth markets**
Building on our core ECR strengths and expanding into higher-growth markets, including Complex Critical Infrastructure

Capital is moving into markets where **Worley has proven capabilities, deep relationships and a scalable delivery model.**

Balancing security, affordability and sustainability

Across our core markets in **Energy, Chemicals and Resources**, customers are balancing security, affordability and sustainability imperatives across ever more complex capital programs



Response to **Middle East conflict** with a catalyst to build resiliency over the medium term

Well-positioned to support critical infrastructure and enhance global security in energy, chemicals and resources



Megatrends support continued growth for Worley



ECR Security

Investment is being reshaped around resilience, reliability and national priorities.



Capital Response

Near-term capital is being deployed to protect reliability and security of supply.



Sovereign Capital

Investment is predicted to shift toward resilient, security-driven sovereign projects.



System Resilience

Governments and customers are reassessing energy and industrial systems to reduce exposure to disruption.



Secondary Impacts

Expected investment across chemicals and resources, including downstream, integration, fertilizers (food security) and enabling infrastructure.



Trade Disruption

Ongoing supply-chain and trade realignment is likely to drive customer decision-making.

As we scale, our approach to risk remains disciplined



Risk discipline in practice

Risk governance and limits

- Clear risk limits and ownership
- Structured decision gates across project lifecycle
- Ongoing monitoring of key risks

Bid and execution discipline

- No competitively bid LSTK work
- Pre-award risk and scope screening
- Continuous execution oversight

Scaling into new areas

- Expansion anchored in existing capabilities
- Phased funding with release gates
- Defined pause / pivot / exit triggers



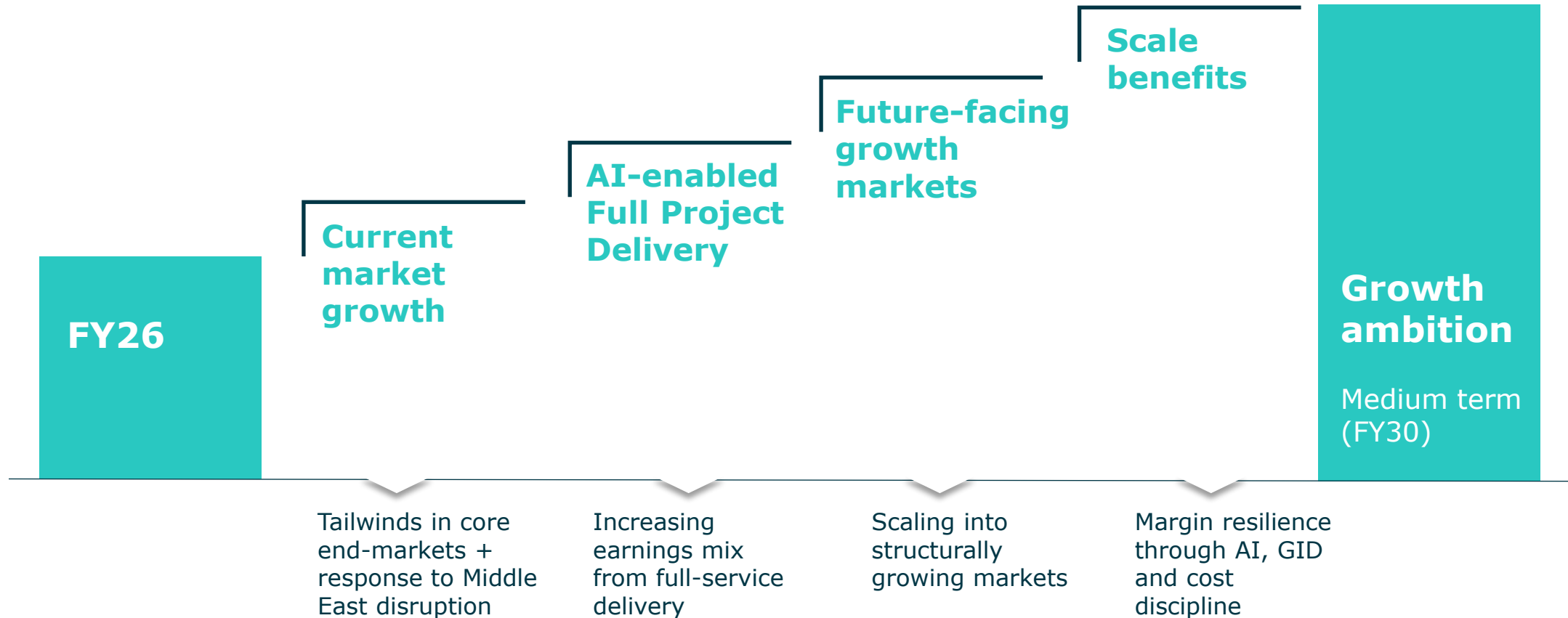
We're selective about where scale adds value – not every opportunity is the right risk for us.



Executing our FY30 growth ambition

Multiple building blocks to achieve earnings growth

double digit
medium term
underlying EBITA CAGR ^{1,2}



1. All forward looking statements remain subject to no material deterioration in market conditions, including forward estimates of timing, award and delivery of future projects and excludes currency exchange effects. See page 2 for more information.
2. On a constant currency basis.

Our Growth Strategy

Andy Hemingway
Executive Group Director, Growth



Megatrends are driving capital to markets we're well placed to serve

Tailwinds continue to drive capital flows and investment drivers

WORLEY ADVANTAGE

An established ECR platform with the scale, relationships and full project delivery capability to support complex customer capital programs

Megatrend opportunity



Energy security

\$106t

infrastructure resiliency spend to 2040¹



Rapid AI and Digital Acceleration

\$7t

on Data Centre CapEx by 2030⁴



Energy transition

\$4.5t

Energy transition CapEx p.a. by 2030²



Electrification

\$2-3t

p.a. on electrification by 2040³



Resource demand
Energy Transition Materials & food security

>\$1t

CapEx investment required to meet 2040 demand for Energy Transition Materials⁵

General Note: all values shown are in USD; 1. McKinsey & Company, Global Infrastructure Report 2026; 2. IEA, World Energy Outlook 2023 / Net Zero Roadmap; 3. McKinsey & Company, Global Energy Perspective 2024/25; 4. McKinsey & Company, "The \$7 Trillion data centre Build-Out" (2026).; 5. Based on Woodmac market data estimates by commodities, included some assumptions using projected growth rates.

Customers are prioritising Full Project Delivery

WHAT IS FULL PROJECT DELIVERY



Full project delivery within our risk appetite enables access to a materially larger share of our customers spend

+75%
of TIC¹ in
execution phase

1. TIC – Total Installed Cost of an asset across its lifecycle. Approximately 75% of a project’s TIC is spent in the execution phase.

AI enabled full project delivery expands our role in major capital programs

Customers are seeking integrated partners who can improve certainty across larger, more complex projects

WORLEY ADVANTAGE

Proven EPC/EPCM capability, global delivery scale and AI-enabled tools to execute deeper across the asset lifecycle

Full project delivery opportunity

+75%

of a project's total installed cost (TIC) is spent in the execution phase

OUR RIGHT TO PLAY



300+

EPC | EPCM projects delivered over last 5 years



\$330b+

of TIC across EPC | EPCM projects within pipeline



150+

EPC | EPCM projects in pipeline, 80+ are major projects

Our success in full project delivery

Momentum building in major projects

Glenfarne

Alaska LNG Project (EPCM)

Energy



- Provisionally named EPCM provider for Phase One (over 700-mile gas pipeline from Alaska's North Slope)
- Phase One FEED completed at end of 2025 for pipeline

Heidelberg Materials

Padeswood CCS Project (EPCM)

Chemicals



- FEED completed 2025, EPCM underway at operating cement production plant
- Partnering with Mitsubishi Heavy Industries (technology provider) to deliver carbon capture facility

Rio Tinto

Brockman Syncline 1 Iron Ore (EPCM)

Resources



- Engineering, procurement and construction management services for sustaining tonnes and brownfield works
- Infrastructure integration within live operations

The strength of our core portfolio underpins participation in future-facing growth markets

Capital is accelerating in markets where Worley's existing capabilities and customer relationships are strong

WORLEY ADVANTAGE

Targeted expansion in markets where Worley can leverage technical expertise, customer access and delivery credibility

Growth market opportunity



**Integrated gas
(incl. LNG)**

30%

projected growth in gas demand to 2050¹



**Energy Transition
Materials (ETM)**

2-4x

demand for ETM through 2040²



**Complex Critical
Infrastructure (CCI)**

2x

CCI markets collectively represent ~double the CapEx of oil & gas by 2030³

1. IEA World Energy Outlook 2050 - Current Policies Scenario (CPS); 2. IEA Global Critical Minerals Outlook 2025; 3. Worley team estimates, Sources: S&P Global IHS, Rystad, Wood Mackenzie, BloombergNEF.

Our Portfolio

We continue to support our customers across our full portfolio, while intentionally leaning into future facing markets with outsized growth

Energy



Integrated gas
(incl. LNG)



Oil



Midstream



Hydrogen

Chemicals



Chemicals



Petrochemicals



Fuels



Direct Air Capture

Resources



Energy transition
materials



Fertilizers



Bulk
commodities



Precious
metals

Data centres

Power

Nuclear

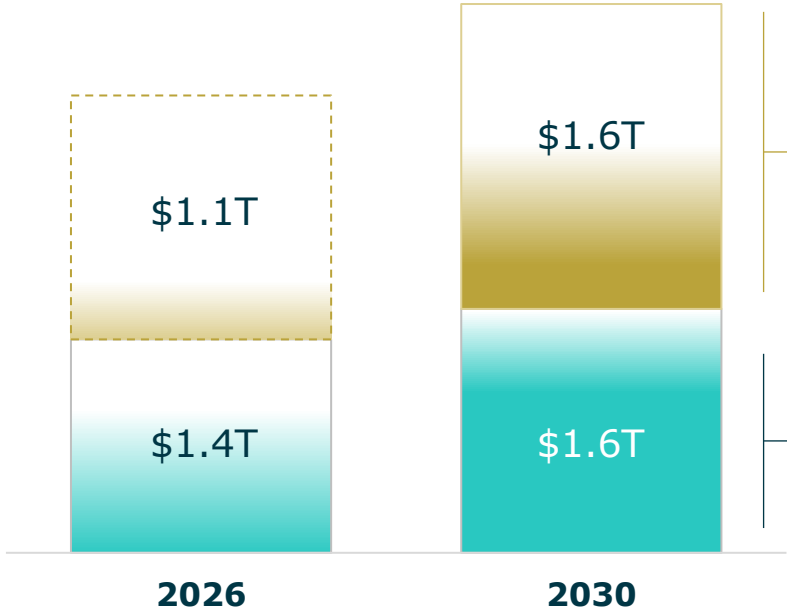
Industrial Water


Ports and Terminals

Complex Critical Infrastructure

How we're growing our addressable market

1 Growing CapEx¹
in core ECR and Complex Critical Infrastructure markets

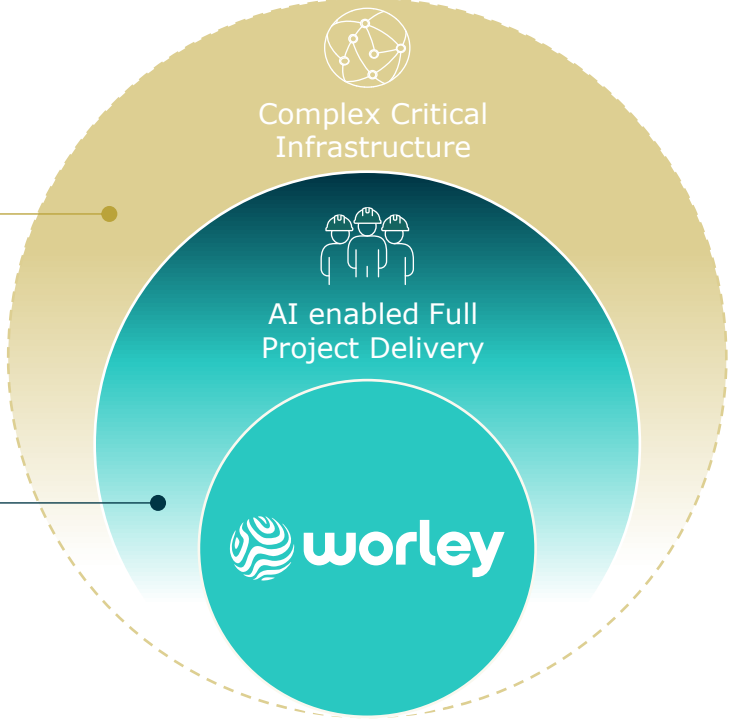


-  **Complex Critical Infrastructure (CCI)**
developing presence today
-  **Core ECR**
strong presence today

2 Expanded addressable market²

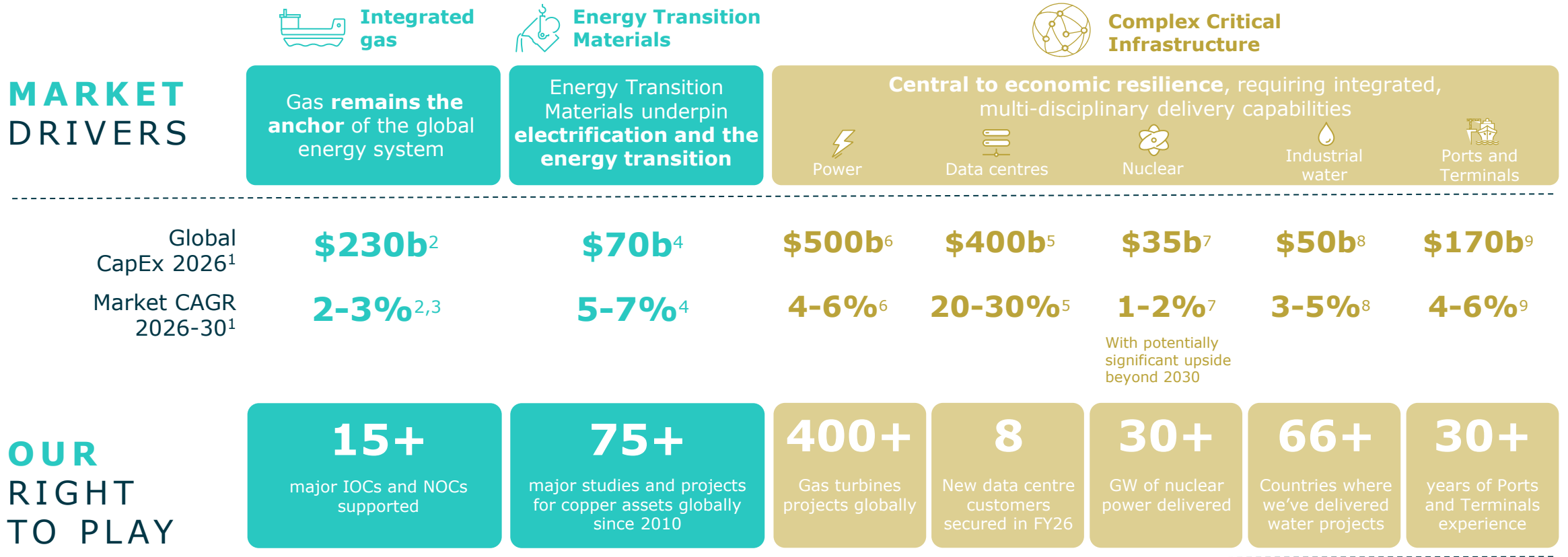
Wider
access to complex critical infrastructure markets

Deeper
execution in core ECR



1. Source: third-party sources including S&P Global IHS, Rystad, Wood Mackenzie, BNEF, McKinsey, BCG, Dell O'ro, IEA, and should be regarded as indicative only. Global CapEx estimates (ex-China/Russia).
 2. Illustrative.

Our right to play in priority growth markets



1. Global CapEx estimates (ex-China/Russia) and are indicative only. Sources: S&P Global IHS, Rystad, Wood Mackenzie, BloombergNEF. 2. Rystad Energy; 3. TotalEnergies – Energy Outlook 2025; 4. Wood Mackenzie; selected metals only; market likely understated; 5. Worley team estimates: Dell’Oro; McKinsey, \$7T Data Centre Build-Out (2026.); 6. BCG, Utility CapEx surge; potential nuclear overlap; 7. Worley team estimates: Rystad. IEA; 8. Source: S&P, World Economic Forum, World Bank, Environment Analyst, secondary research, team analysis; 9. Derived from Global Infrastructure Hub (G20) / Oxford Economics, supported by UNCTAD, World Bank and Worley analysis.

Integrated Gas | LNG

Markets drivers

Global CAPEX¹
2026
\$230b

Market CAGR¹
2026-29
2-3%

- Central to both **energy security** and **energy transition**
- Geopolitical disruption reinforces the need **for resilient gas supply**
- Near-term opportunities in **restart, rebuild, and debottlenecking** of upstream gas and LNG assets

1. Source – Rystad Energy, TotalEnergies Energy Outlook 2025. CapEx figures exclude China and Russia.



Our credentials

15+
major IOCs and NOCs supported

40%
of worldwide FSRU projects

80m hrs+
on projects across the gas value chain

Project highlights

VENTURE GLOBAL

Venture Global **CP2 Project Phase 2**
Full Notice to Proceed



Worley provisionally named **EPCM provider** on Glenfarne's **Alaska LNG Phase 1** project



Worley selected by Chevron Cyprus for **Aphrodite Gas Field Development** Project FEED

Strategic focus



Rewriting The Energy Equation™

Jointly pursue LNG opportunities via a non-exclusive strategic agreement, accelerating delivery and enabling world-class plant solutions

Energy Transition Materials (ETM)

Global CAPEX¹
2026
\$70b

Market CAGR¹
2026-29
5-7%

1. Source – Wood Mackenzie; Based on CapEx for Copper, Lithium, Alumina/Aluminium, Nickel only. CapEx figures exclude China and Russia.

Markets drivers

- **Structural demand growth** driven by shift to secure, connected, electrified energy systems, displacing traditional cyclical
- **Electrification** increasing copper demand, amplified by rapid growth in **high-copper-intensity data centres**
- **Accelerating battery-materials demand** driven by power storage and transport needs, reinforced by recent global events influencing energy diversity
- **Energy sovereignty and supply-chain resilience** driving long-duration investment cycles



Our credentials

100+

years' experience delivering copper projects

350+

Lithium projects across the value chain

75+

Hardrock underground studies and projects in last 20 years

4,000+

Bauxite, alumina & aluminium studies and projects delivered

Project highlights

RioTinto

Lead Integrated Delivery Partner for **lithium project in Argentina**



Long-term lifecycle partner since 2015, supporting **Radomiro Tomic Sulfide Project Phase II (RTSF2)**



Engineering and delivery support for Orbia's **lithium hexafluorophosphate** facility, Louisiana

Strategic partnerships



Advanced mineral processing solutions for efficient, scalable delivery



Technology developer with novel Cathode Active Material process IP

DEEP DIVE Power

Global CAPEX¹
2026
\$500b

Market CAGR¹
2026-29
4-6%

Markets drivers

- **Structural growth in global electricity demand**, outpacing overall energy use
- **Population growth, electrification, urbanisation and data centres** driving sustained load growth
- Increasing demand for **large-scale, complex power projects** across generation, grid, and storage

1. Source – BCG - “The utility capex surge is here and financing is the bottleneck”, Secondary research. CapEx figures exclude China and Russia.



Our credentials

100+

years track record in power engineering and delivery

400+

Gas turbines project globally, yielding 200+ GW

350+

Substations/ T&D projects delivered

232k+

MW of new-build generating capacity installed globally

Project highlights

- Engineering design and procurement for 765kV transmission and substation
- Engineering services for a gas turbine project at a power generation facility in the US
- Delivering FEED for Dow’s Path2Zero Cogen project under an EPCM contract
- As part of EPCM contact, full detailed design of three CCGT power islands totaling >2GW
- 230kV and 500kV Gas insulated substation for a USA data centre
- ~2 GW of solar generation paired with multi-hour battery storage across several sites

DEEP DIVE

Data Centres

Global CAPEX¹
2026

\$400b

Market CAGR¹
2026-29

20-30%

Markets drivers

- AI training and inference **driving rapid growth in compute demand**
- Power-intensive workloads **increasing complexity of energy systems**
- **Power availability and reliability** now the key deployment constraint
- **Behind-the-meter and hybrid power** adopted to secure capacity and speed

1. Source – Estimated figures based on Worley analysis; reference sources: Dell O’Ro, McKinsey & Company, “The \$7 Trillion data centre Build-Out” (2026); includes IT infrastructure e.g., servers. CapEx figures exclude China and Russia.



Our credentials

17GW+

Across Worley’s opportunities in the pipeline for data centres

8

New data centre customers secured in FY26

30+

Gas turbines commissioned and started up across power-intensive facilities

Project highlights



Pre-FEED for off-grid gigawatt-scale AI training data centre project



Worley to provide engineering services on several behind-the-meter power generation plants to support their US data centre campuses

Strategic partnerships



Recognised as an Architecture, Engineering & Construction (AEC) Partner for NVIDIA-aligned AI infrastructure

DEEP DIVE Nuclear

Global CAPEX¹
2026
\$35b

Market CAGR¹
2026-29
1-2%

With potentially significant upside beyond 2030

Markets drivers

- Rising power demand is re-opening the case for **firm, large-scale baseload generation**
- **Policy support for nuclear energy** is strengthening in many countries
- **Nuclear technology development** is accelerating and could reshape nuclear market leadership

1. Source – Estimated figures based on Worley analysis; reference sources: Rystad Energy, IEA World Energy Investment 2025, IEA World Energy Outlook 2025, IEA – “Path to a new era for nuclear energy. CapEx figures exclude China and Russia.



Our credentials

60+

Years of nuclear industry experience; Technology neutral

30+

GW of nuclear power delivered



Wholly-owned **nuclear-certified fabrication** subsidiary for proprietary and custom equipment in Pickering, ON

Project highlights



Asset Life Management and power uprates through the Turbine Controls System Upgrade and modernisation project



Worley is supporting Nuclitalia S.r.l. with Small Modular Reactor (SMR) technology selection services

Strategic focus

Worley is actively performing and pursuing projects in 15 countries, leveraging an array of non-exclusive partnerships

Fully integrated nuclear services covering front-end fuel cycle, new-build delivery, and fleet sustainment

Industrial water

Global CAPEX¹
2026
\$50b

Market CAGR¹
2026-29
3-5%

Markets drivers

- Water scarcity and regulation are **structurally increasing investment** in treatment, reuse and compliance
- Water is a **licence-to-operate constraint** – availability and discharge quality determine whether projects proceed
- **Water-intensive assets** such as data centres are driving demand for more sophisticated water and treatment systems

1. Source: S&P, World Economic Forum, World Bank, Environment Analyst, secondary research, Worley analysis.



Our credentials

50+

years providing industrial water solutions globally

20k+

Water projects delivered across 60+ countries

200+

Specialist water scientists and engineers connected globally

10+

Desalination opportunities won in H1 FY26 alone

Project highlights

- Water sourcing studies and treatment evaluation for data centres, Canada, USA, UK
- Groundwater contaminant monitoring, remediation, brownfield liability management, UK, Canada, USA
- Large scale groundwater remediation design, USA
- Hydrogen studies: Water supply, ultra pure water, saline effluent management, USA, Canada, EU, Australia
- Lithium studies, water requirement and treatment, Australia

Strategic focus

Worley embeds water advisory early to shape strategy, approvals and resilience before capital is committed, converting this into integrated lifecycle delivery and scalable brownfield and compliance programs, focused on water-constrained and highly regulated markets where water is a licence-to-operate requirement.

Port and terminals

Global CAPEX¹
2026

\$170b

Market CAGR¹
2026-29

4-6%

Markets drivers

- ~80% of global trade by volume moves through maritime transport, underpinning demand
- **Trade reconfiguration and geopolitical tensions** increasing strategic importance of port infrastructure
- Decarbonisation and **resilience requirements** accelerating brownfield upgrades

1. Derived from Global Infrastructure Hub (G20) / Oxford Economics, supported by UNCTAD, World Bank and Worley analysis



Our credentials

30+

years experience in port and terminal operations, modelling and design

6 continents

Our global experience spans six continents

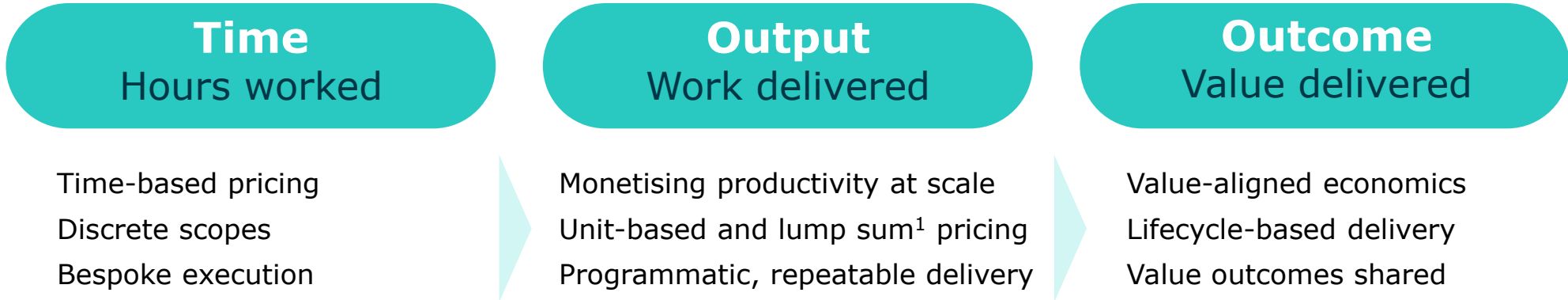
Project highlights

- **National Port Strategy, South Africa**
Strategic master planning support for 8 large ports in South Africa
- **Offshore Gas Terminal, Qatar**
Concept and Pre-Feed for planned off-shore gas logistics and resupply base
- **Remote arctic small craft harbor, Canada**
End-to-end harbour development in extreme Arctic operating conditions
- **Export Terminal, Canada**
Feasibility study to construction of export terminal for resources / ammonia export

Evolving commercial models

Aligning delivery, value and outcomes as execution scales

**HOW
VALUE IS
REALISED**



CASE STUDY

**Onshore
gas
EPC**

Customer objective

Reduce cost without compromising delivery

What we did

- Alliance model including integrated team with customer
- Digital engineering + standardised designs enabling replication
- Design simplification and scope optimisation
- Procurement and construction efficiencies

Outcome

10-15%

Capex reduction delivered in-year

- Savings shared through value-aligned gainshare model
- Repeatable model across future phases

1. We do not and will not perform competitively bid LSTK work.

Our Growth Strategy

Key takeaways

- 1 Positioned to capitalise on megatrends, where capital is flowing
- 2 Expanding market share through AI enabled full project delivery
- 3 Strengthening core ECR business and scaling future-facing markets
- 4 Driving value with differentiated capabilities, relationships and partnerships

Leveraging digital and AI

Laura Leonard

Chief AI & Enterprise Services Officer



Leveraging digital and AI

Key takeaways

- 1 Built the foundations to scale Digital and AI responsibly
- 2 Applied solutions across our operations and the project lifecycle, improving predictability and execution quality
- 3 We're delivering value **now**, with proven solutions already in use

From foundation to enterprise scale: embedding digital and AI into how Worley operates

A deliberate, staged approach to value creation

PHASE 1

2024

Build the core

Enable digital and AI safely at scale

- Data & cloud foundations
- Governance, security, and prioritisation
- Strategic hyperscaler partnerships

PHASE 2

2025

Prove business value

From pilots to repeatable outcomes

- Pilots scaled into production tools
- Reusable AI components
- Solutions leveraged in real customer projects

PHASE 3

2026+

Scale enterprise impact

Embed across the business

- Enterprise rollout of Copilot and AI tools
- Roadmaps aligned to business value
- Worley positioned as an AI-enabled integrator

Strategic partners



Copilot

Enterprise-grade AI governance

Principles for safe, responsible and scalable AI

Ethical principles for our enterprise AI



These principles underpin **every AI solution we deploy** helping ensure we can scale AI confidently while effectively managing risk.



Our AI strategy

Applied across our enterprise operations and project delivery

Our embedded Digital & AI Capabilities

Enterprise



People



Digital and Technology



Finance



Legal, Risk & Compliance



Customer facing

Solutions across the asset lifecycle



WHY IT MATTERS TO WORLEY

- Solutions that create customer value and both **protect and enhance our margin**
- Repeatable applications with **measurable results**
- Capabilities that **expand our addressable market** and enable value-based relationships

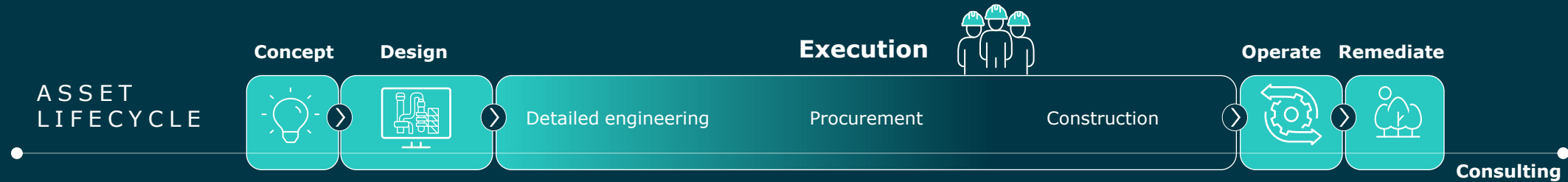
WHY IT MATTERS TO OUR CUSTOMERS



Total Installed Cost (TIC) Control

Integrated digital solutions and AI across the asset lifecycle

Improving cost, schedule and quality **outcomes for our customers**



1

Better decision quality

- Higher-fidelity concept options
- Fewer downstream changes

2

Accelerated investment decisions

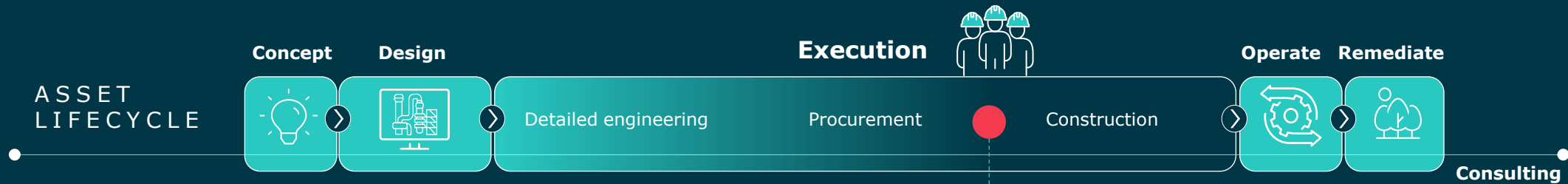
- Faster, more optimised designs
- Higher quality outcomes

3

Lower total installed cost

- Optimised execution plans
- Improved constructability

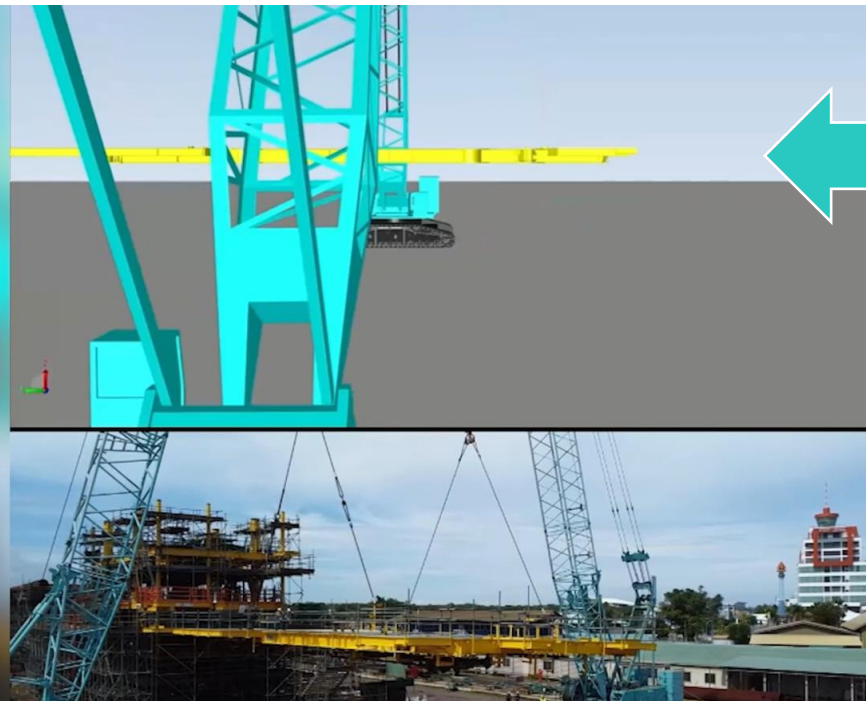
Proof point: Improving construction certainty through AI-enabled planning and execution



Digital rehearsal of construction

We deploy other digital technology to perform the full 'digital rehearsal of construction' otherwise known as 4D simulation.

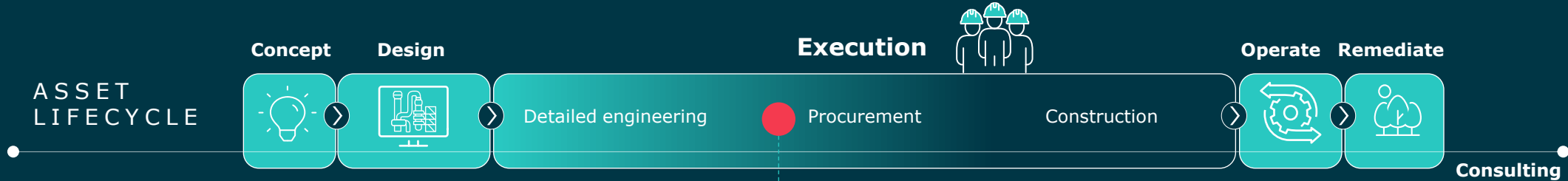
The simulation helps to understand potential safety hazards, identify clashes and allows people in the field to visualise the intended installation.



Advanced Work Packaging

- AI-enabled work sequencing
- Improved plan reliability
- Increased crew utilisation

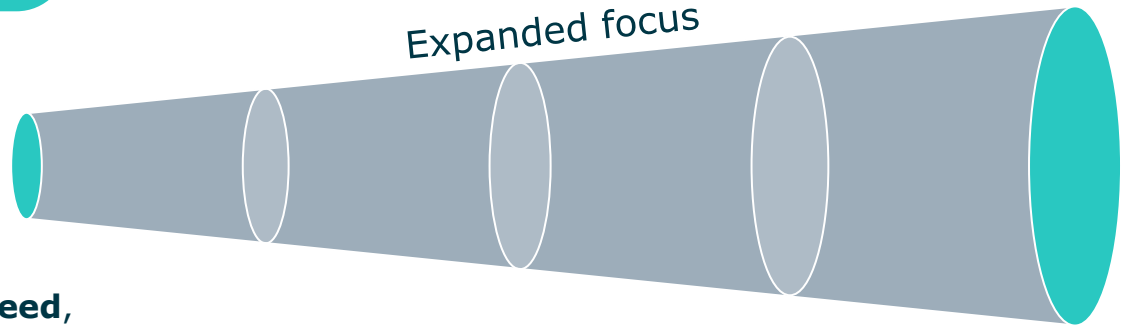
Proof point: Compounding our digital procurement capabilities with AI.VendorSelect



AI.VendorSelect

1 Technical Bid Evaluation

Leveraging AI to bring **speed, consistency & rigor** to complex engineering evaluation of technical bids



2 Commercial Bid Evaluation

Leveraging AI to bring **speed, accuracy & transparency** to detailed financial & commercial evaluations of bids

What's next

Compounding value through our disciplined AI deployment

Our disciplined pathway from adoption to scale

Embed

Drive consistent adoption of proven tools into core workflows



Extend

Deepen capabilities across the project lifecycle and into adjacent back-office functions



Scale

Deploy AI-enabled delivery capabilities at scale

We don't just talk about AI
we're delivering outcomes today



Executing our strategy



Mark Brantley
Group President
Global Operations



Mark Trueman
Group President
Major Projects and Programs



Jim Shaughnessy
President EMEA



Rachelle Goebel
Global Sector Lead



Ross McPherson
President Americas

Our global footprint



42,000+
people

43
countries

Our Financial discipline

Justine Travers

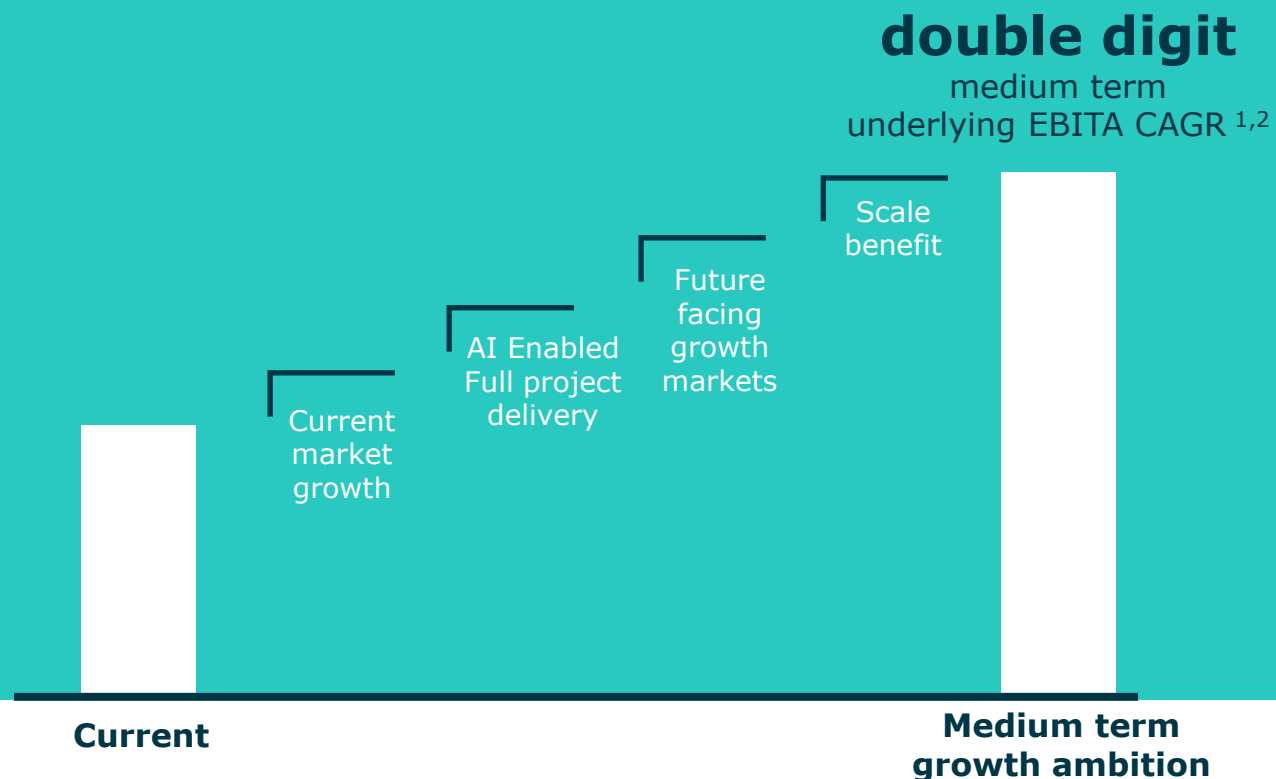
Chief Financial Officer



Our disciplined approach to delivering shareholder value

- 1 Grow EBITA through scaling full project delivery
- 2 Building margin durability through cost discipline, GID and digital / AI-enabled workflows
- 3 Reinvest savings into targeted priority areas
- 4 Maintain balance sheet strength and liquidity with strong cash conversion
- 5 Return capital to shareholders via dividends and buybacks

Delivering earnings growth through scaled revenue and margin durability



Scale revenue with intent

- **Full project delivery** (EPC/EPCM) drives scale through larger, longer-dated projects and increased market share
- **Future-facing growth markets** drive scale by expanding Worley into larger, more complex capital programs



Maintain margin integrity

- Disciplined bidding and portfolio shaping **protect margins**
- Cost-out, GID and digital and AI lift productivity and repeatability
- Capital-light delivery with clear risk limits and execution discipline



1. All forward looking statements remain subject to no material deterioration in market conditions, including forward estimates of timing, award and delivery of future projects and excludes currency exchange effects. See page 2 for more information.
 2. On a constant currency basis.

Transforming and restructuring to ensure ongoing business resilience

THE CONTEXT

We're proactively positioning within a changing environment

- **Proactively responding to market conditions:** Softness in Chemical sector, and some project cancellations¹ in Western Europe, amid global capacity rebalancing
- **Accelerating our priorities:** Leveraging the opportunity to position for growth - resetting the cost base, scaling GID and expanding margins

Underpinned by

Transforming the way we work



Removing complexity



Improving efficiency



Driving consistency

THE ACTIONS

Restructuring and refining our operations

H1

FY2026 [completed]

\$82m costs incurred in H1

Relate to transformation and business restructuring predominantly in Western Europe where we have seen high restructuring costs due to local labour protections

H2

FY2026 [underway]

Additional costs in H2 expected to be lower as the program progresses

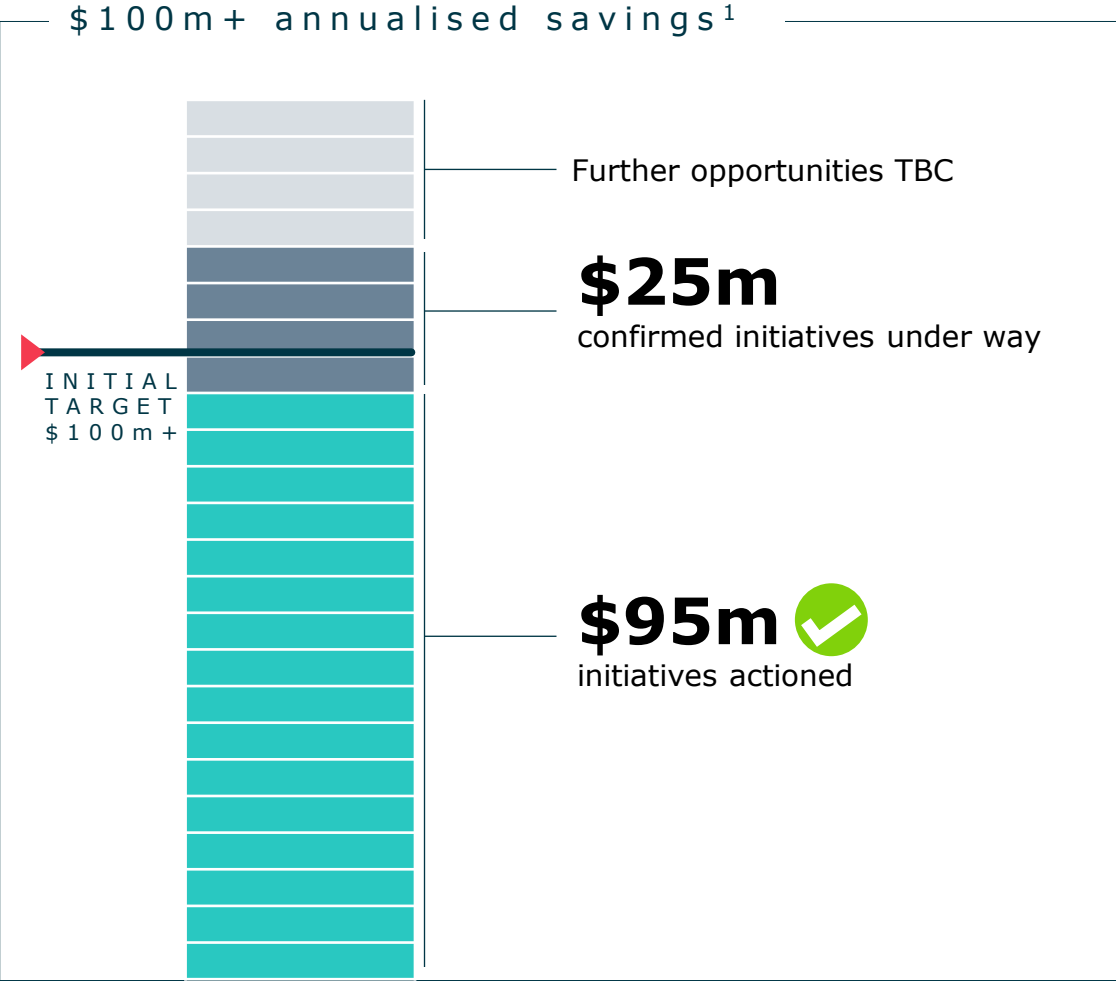
THE OUTCOME

Early outcomes and forward positioning

- **Disciplined cost out program:** Targeting \$100m+ of annualised savings from FY27 onwards
- **Greater earnings resilience:** Foundation for stronger earnings and margin quality supported by a leaner, more scalable operating model
- **Scaling delivery model:** Positioning to deliver consistently at scale, supported by expanded execution capability and scaling GID

1. Project cancellations relate to low carbon fuels in Europe.

Cost discipline embedded as the business scales



Our progress on resetting the cost base

- Enterprise service centre utilisation expanded
- Repositioning capability to areas of higher demand
- Simplifying organisational structures for efficiency
- Rationalisation of third party contracts
- Adjusting our office network
- Embedding AI

We maintain focus on:



Cost discipline

- Central cost oversight
- Approval guardrails enforced
- Embedded cost tracking



Margin impact

- Margins resilient amid pressures
- Segment-led margin resilience
- A portion of savings reinvested for FY27 for targeted priority areas

1. The cost-out program actions in FY26 are expected to contribute to annualised cost savings from FY27 onwards.

Reinvesting for value-accretive growth

Organic investment to scale priority growth platforms

Investment areas



Integrated gas
(incl. LNG)



Power



Nuclear



Data centres



Energy transition
materials



Digital & AI

Investment

- Strategic hires to expand capability
- Differentiated delivery platforms and hubs
- Technology partnerships
- Front-end investment through consulting and early lifecycle positioning
- Digital / data-centric execution tools

Benefits

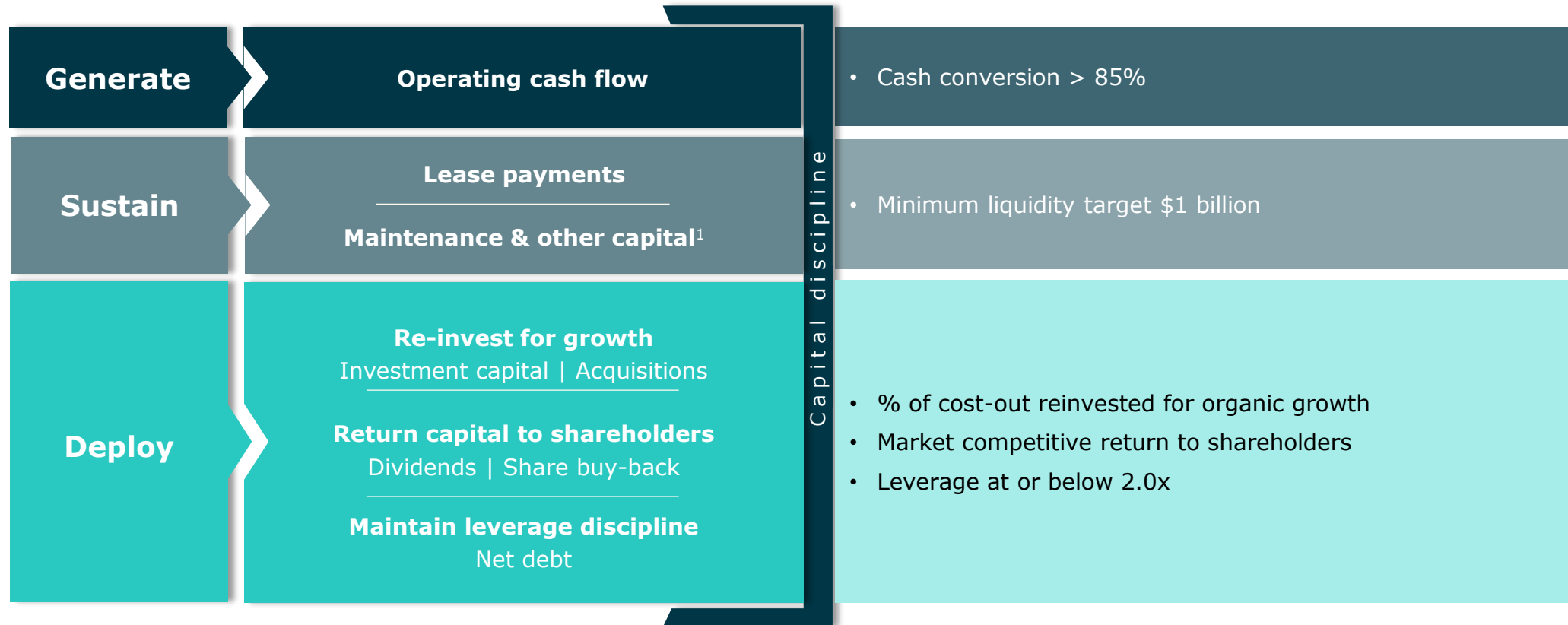
- Access to larger, longer-dated customer programs
- Improved win rates and lifecycle pull-through
- Scalable growth without balance-sheet stretch
- Higher quality revenue and earnings mix over time

~\$70m¹
over 2 years

▶ Targeted investment to expand capability, deepen lifecycle engagement and improving efficiency

1. Investment levels, timing and pace will remain disciplined and may adjust based on market conditions, customer demand and partnership opportunities

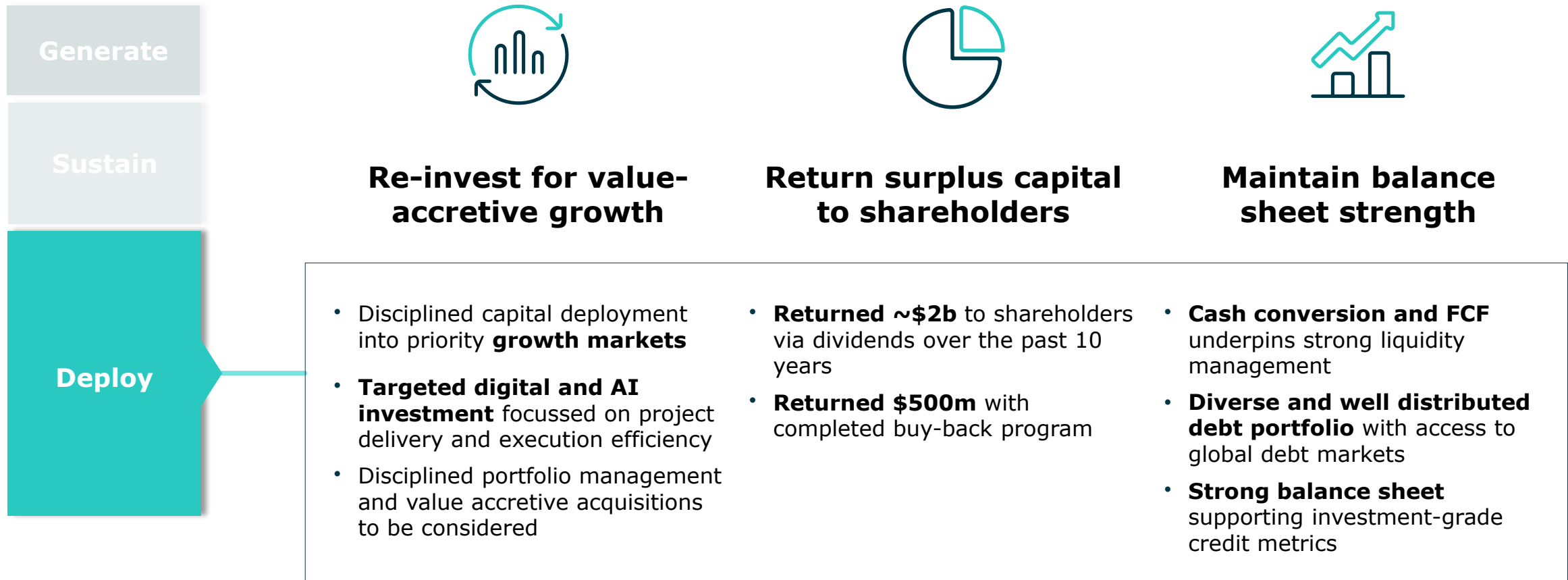
A disciplined capital framework to support growth and returns



Our framework delivers

An asset-light, cash-generative model supported by disciplined capital deployment and our investment grade credit rating of BBB with stable outlook

Capital allocation and funding aligned to strategy and execution priorities



1. Maintenance and other capital includes items such as regional business capital expenditure, computers and other hardware costs.

Closing
remarks

Chris Ashton
Chief Executive Officer



Our Growth Strategy

What you've heard today

Worley is well-positioned to **convert long-duration customer capital cycles into sustainable earnings growth**

FY30

Ambition

deliver double-digit underlying EBITA CAGR over the medium term

Maintaining resilience and continuity

supporting our people, customers and active projects

Reinforcing our investment proposition

taking advantage of structural tailwinds, global scale, capital-light delivery and diversified earnings

Momentum already delivered

across earnings, backlog and other forward indicators

Driving our FY30 growth ambition

leveraging megatrends, AI-enabled full project delivery and strengthening core ECR and scaling future-facing markets

A graphic featuring the letters 'Q', '&', and 'A' in a stylized font. The 'Q' is light blue and the '&' and 'A' are dark blue. The background is split: the left side is dark blue with many thin, curved lines in light blue, red, and yellow-green, while the right side is a solid light blue.

Q & A

Our leaders



Chris Ashton
Chief Executive Officer



Justine Travers
Chief Financial Officer



Andy Hemingway
Executive Group Director, Growth



Laura Leonard
Chief AI & Enterprise Services Officer



Nuala O'Leary
Company Secretary



Mark Trueman
Group President
Major Projects and Programs



Mark Brantley
Group President
Global Operations



Kristen Bruner
Chief People Officer



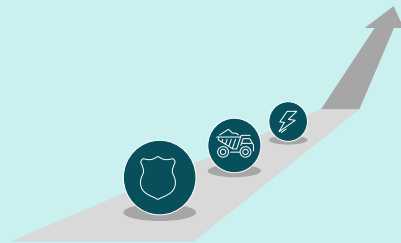
Sabrina Gilman
Chief Legal Officer

Worley's investment proposition

Why Worley is structurally positioned to capture long-term growth

Structural demand and tailwinds

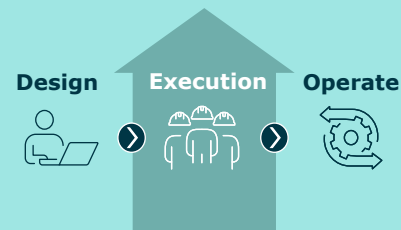
Positioned to leverage long-term customer capital cycles



- Earnings linked to diversified end markets and long-dated customer capex cycles, not commodity prices
- Energy security and sovereign capability driving investment
- Energy transition and electrification driving network-wide investment
- Structural demand for critical materials and resources
- Acceleration of AI-enabled digital infrastructure

Capital-light delivery model

Capital-light delivery model with minimal balance-sheet exposure



- Predominantly reimbursable work (>75%) with selective fixed or value-based contract models
- Capital-light delivery with disciplined, selective risk participation
- Strong governance and accountable leadership driving disciplined growth
- Disciplined capital deployment

Global scale and market position

Scale and customer relationships built and sustained over decades



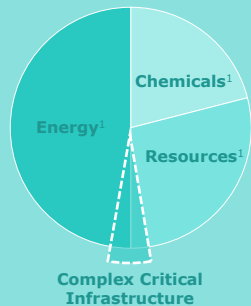
- Global scale with tier-1 customers, strategic partners, and a growing number of new customers with high levels of sole-sourced work (>45%)
- Long-duration frameworks with visibility and repeat execution (175+ portfolio contracts)
- Large base of recurring and repeat work
- High proportion of professionals with transferable execution skills

Worley's investment proposition

Why that growth translates into resilient earnings and returns

Disciplined growth and execution

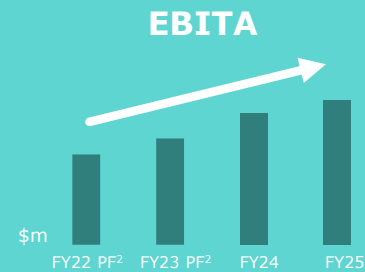
Earnings growth through selective full project delivery and targeting growth markets



- AI-enabled full project delivery across the asset lifecycle, enabling early positioning and repeat execution
- We do not and will not perform competitively bid Lump Sum Turn Key work (LSTK)
- Disciplined portfolio selection and execution oversight
- Structured risk limits and decision gates across delivery

Diversified earnings

Driving quality growth through cycles



- Margin integrity and operating leverage supported by disciplined execution and portfolio mix
- Strong cash conversion and risk-adjusted returns over time
- Diversification across Energy, Chemicals and Resources
- Earnings resilience through cycles



Worley's growth strategy leverages megatrends and is underpinned by a solid business model to deliver sustainable earnings growth.

1. Indicative % of aggregated revenue based on HY26
2. FY22 PF and FY23 PF proforma excludes the divested North American Turnaround and Maintenance business

Glossary

\$, \$m, \$b – Australian dollars unless otherwise stated, Australian millions of dollars, Australian billions of dollars

APAC - Australia, Pacific, Asia & China

CAPEX - Capital expenditure

CCUS - Carbon Capture, Utilisation and Storage

CDP - Carbon Disclosure Project

CO₂ - Carbon Dioxide

CPS - Cents Per Share

DSO - Days Sales Outstanding

EBITA - Earnings Before Interest, Tax and Amortisation on acquired intangibles

EBITDA - Earnings Before Interest, Tax, Depreciation and Amortisation on acquired intangibles

EMEA - Europe, Middle East & Africa

EPC – Engineering, Procurement, Construction

ESG - Environmental, Social, and Governance

EU - The European Union

FEED - Front-end engineering design

FID – Final Investment Decision

FSRU - Floating Storage and Regasification Unit

FX - Foreign Exchange

FY – Financial Year

GID - Global Integrated Delivery

gm – Gross margin

GST - Goods and Services Tax

H1/H2 – First half of the financial year/second half of the financial year

IFRS - International Financial Reporting Standard

k – thousand

LNG - Liquefied Natural Gas

LSTK – Lump Sum Turnkey

MSCI - Morgan Stanley Capital International

NPAT - Net Profit After Tax

NPATA - Net Profit After Tax excluding Amortisation on acquired intangibles

O&M - Operations & Maintenance

OPEX - Operating expenditure

PBTA – Profit Before Taxation and Amortisation

PCP - Prior Comparative Period

PF – Proforma excludes the divested North American Turnaround and Maintenance business

PP - Percentage Points

SDGs - Sustainable Development Goals

UK – United Kingdom

US - United States

Sustainability Encompasses those elements of our environmental, social and governance (ESG) performance. It also refers to our activities supporting our customers to meet sustainability objectives on their projects. As part of our Ambition, we provide disclosures on sustainability-related work.

Lower carbon Lower carbon denotes methodologies and technologies that effectively reduce carbon emissions and mitigate the discharge of greenhouse gases, thereby fostering environmental sustainability and combatting climate change.

Horizons

Short term (1 to 2 years)	Our short-term horizon on the immediate financial planning period.
Medium term (2 to 5 years)	Our medium-term horizon is focused on our strategic business plan in line with our ambition.
Long term (5 to 10 years)	Our long-term horizon is focused on global trends and our net-zero aspirations.



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