

FY2026 Results

26 August 2026



AGENDA

1

Business performance
Chris Ashton

2

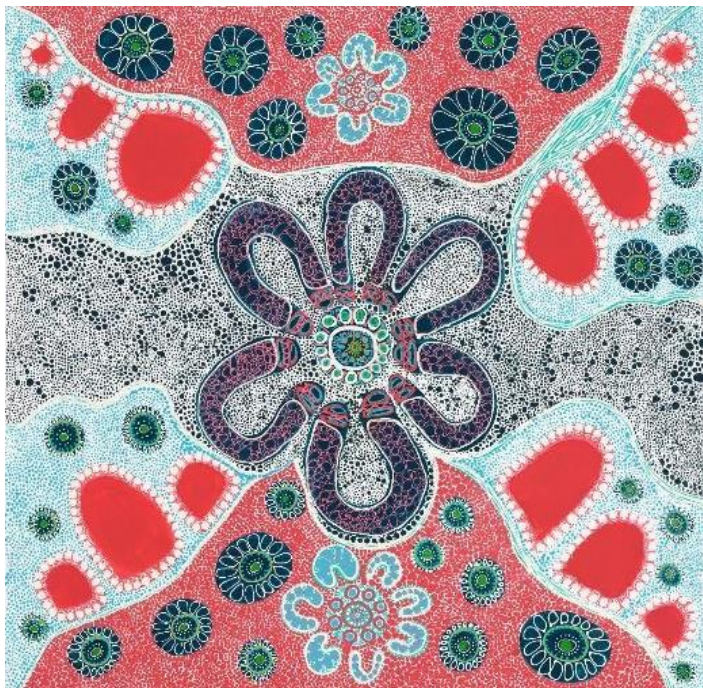
Financial performance
Justine Travers

3

Strategy and outlook
Chris Ashton



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 26 August 2026 and is in summary form and is not necessarily complete. It should be read together with the Company's Appendix 4E, Annual Report for the full-year ended 30 June 2026 and other announcements lodged with the Australian Securities Exchange. 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, but are not limited to, statements regarding energy and transition-related assumptions and expectations of energy consumption and related emissions. It also contains statements about future demand for Worley's services, global market conditions, and 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 'will', 'may', 'expect', 'exploring', 'target', 'ambition', '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 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, foreign exchange impacts, timing, award and delivery of future projects, demand and availability of highly skilled people, and risks, including physical, technology and carbon emissions reductions risks.

The Group cautions readers against reliance on any forward-looking statements or guidance. The Group makes no representation, assurance or guarantee as to the accuracy, completeness or likelihood of fulfillment of any forward-looking statement, any outcomes expressed or implied in any forward-looking statement or any assumptions on which a forward-looking statement is based.

Except as required by applicable laws or regulations, the Group does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

This presentation may include non-IFRS financial information. The non-IFRS financial information is unaudited and has not been reviewed by the Group's external auditors. Non-IFRS financial information should not be considered as an indication of or alternative to an IFRS measure of profitability, financial performance or liquidity.

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

SECTION 01

01

Business performance

Chris Ashton — Chief Executive Officer



Executing amid disruption, while positioning for growth

FY26

FY26 impacted by external disruption and FX headwinds

Middle East disruption, a softer operating environment and FX translation weighed on FY26 performance.

FY27

Building momentum into FY27

Major project activity is growing, while cost actions and business restructuring support improved earnings. In FY27 we expect mid to high single digit growth in revenue and underlying EBITA.

BEYOND FY27

Medium term growth opportunity remains strong

Worley sits at the center of ECR security and affordability megatrends, with scale, relationships and expertise to deliver. We're capturing full project delivery work-scope and leveraging our track record and skills to expand into higher growth markets to deliver our FY30 ambition.

\$12,023m
\$12,325m cc

Aggregated revenue

FY25: \$12,050m
Constant currency: up 2.3% on pcp
Reported: down 0.2% on pcp

93.6%

Normalized cash conversion

FY25: 94.9% (normalized)²
Target range 85% - 95%

78.2cps

Underlying basic EPS

FY25: 90.2cps

\$734m
\$773m cc

Underlying EBITA¹

FY25: \$823m
Constant currency: down 6.1% on pcp
Reported: down 10.8% on pcp

9.0%
9.2% cc

Underlying EBITA % (excluding procurement)

FY25: 9.2%
Target FY26 range 9.0% - 9.5%

25c

Final dividend declared

FY25: 25c

General note: 'cc' references numbers on a constant currency basis on FY25 average FX rates.

1. Excludes \$120m of one-off costs relating to transformation and business restructuring. These costs relate predominantly to restructuring in Western Europe where we have seen high costs due to local labor protections.
2. Normalized cash conversion ratio to account for the movements in advanced billings between periods.

Safety and our ESG performance

Our highest priority is to keep our people safe

- Delivered another year of strong safety performance, with TRCFR and serious case frequency rates improving over the year
- Continued investment in wellbeing, mental health and support networks across our global workforce
- Responded to Middle East instability with a focus on safety, security and supporting our customers, with our people remaining safe



Continued strong ESG performance

Ecovadis 'Silver' rating	Inclusion in DJBIC ³ for Australia since 2023	'A' rating from Monash University for our Modern Slavery statement
Published our AASB S2 (Climate) disclosures in the Annual Report	CDP ⁴ 'B' rating, leading rating in our peer group	'A' MSCI rating

0.07

Total Recordable Case Frequency Rate¹

FY25: 0.13 at 30 June 2025

0.006

Serious Case Frequency Rate

FY25: 0.02 at 30 June 2025

76%

GHG emissions reduction from our 2020 base²

FY25: 73% at 30 June 2025

1. The rolling 12-month TRCFR is 0.07 (category 1-3, Jan-Dec 25).
2. 2020 Emissions base restated this year (FY26)

3. DJBIC (Dow Jones Best In Class)
4. CDP (formerly Carbon Disclosure Project)

Operating environment

FY26 headwinds, but medium-term growth drivers remain intact



External dynamics

Resilient business activity

Impact on Worley

Strong demand fundamentals continue to support activity in key markets such as the Americas, demonstrating the resilience of our diversified portfolio

Looking ahead

Pipeline growth driven by market focus on energy and resource security, and strong demand for power

Middle East disruption

Project delays and lower work volumes impacted growth in FY26

While timing of a recovery is uncertain, Worley remains in regular dialogue with customers and maintains strong relationships, integral to the rebuild process

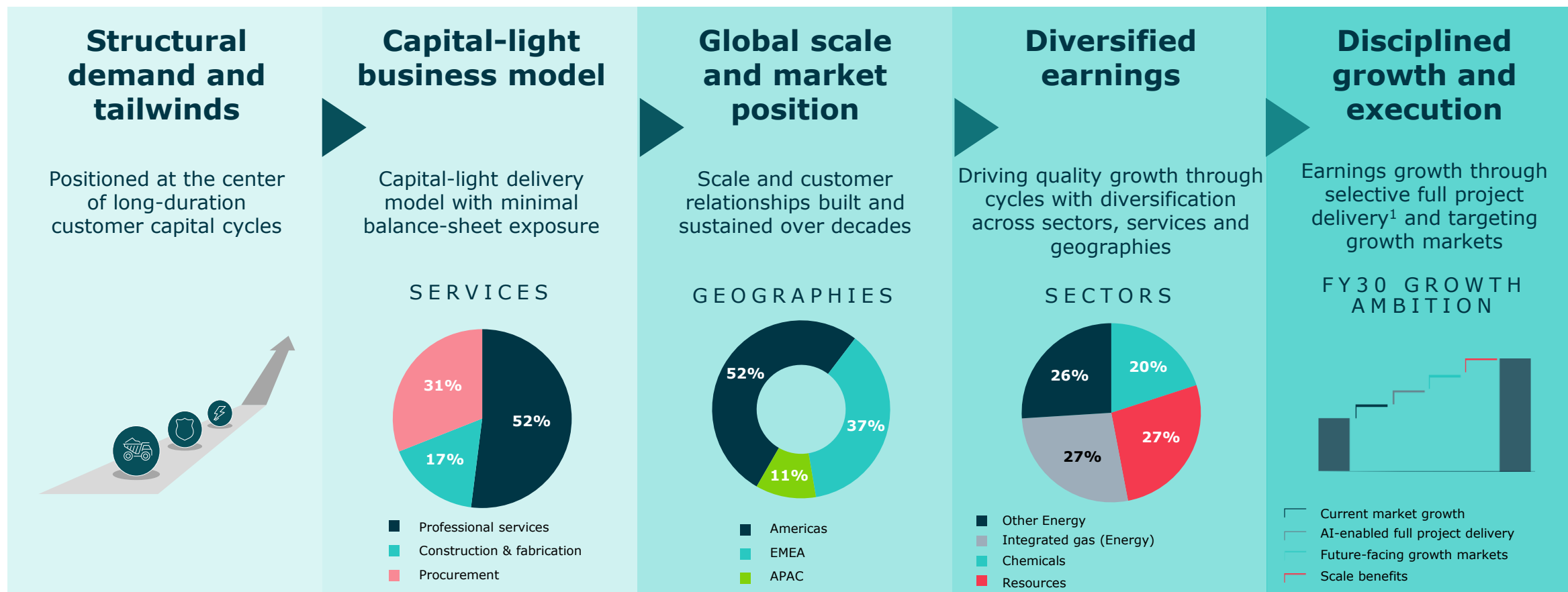
FX translation impact

FX impact related to translation to AUD for reporting purposes

With the majority of earnings coming from offshore, Worley is exploring a change to its presentation currency from Australian dollars to US dollars to reduce translation volatility

Strong demand fundamentals continue to support our medium-term growth ambition

Worley's differentiated market position



Our Ambition² is to achieve double-digit medium term underlying EBITA CAGR by FY30

General note: %'s shown are based on FY26 aggregated revenue

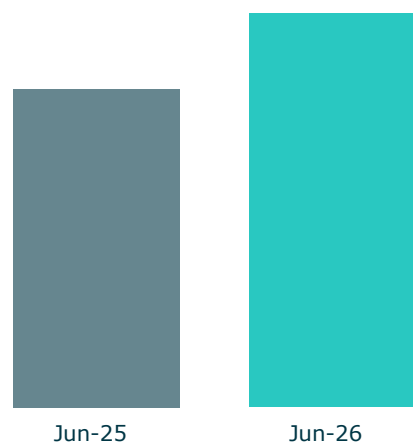
1. We do not and will not perform competitively bid Lump Sum Turnkey work (LSTK).

2. 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. See page 2 for more information.

Leading indicators show strong demand

Factored Sales Pipeline

Remains healthy ✓

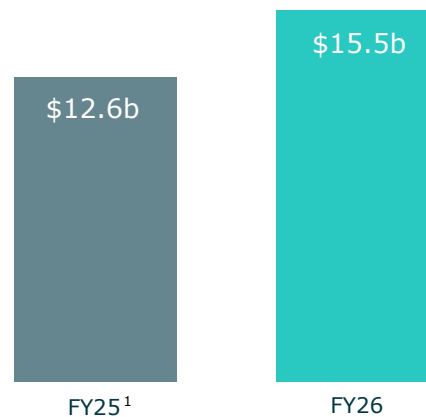


+24%
pcp

- **Advancing our FY30 ambition: +30% growth** in EPC/EPCM scopes, **+49% growth** in future-facing growth markets
- 50% expected to be awarded next 12 months, vs 49% at pcp
- **+14% on pcp in consulting opportunities** within total open pipeline

Bookings

Awards are elevated ✓

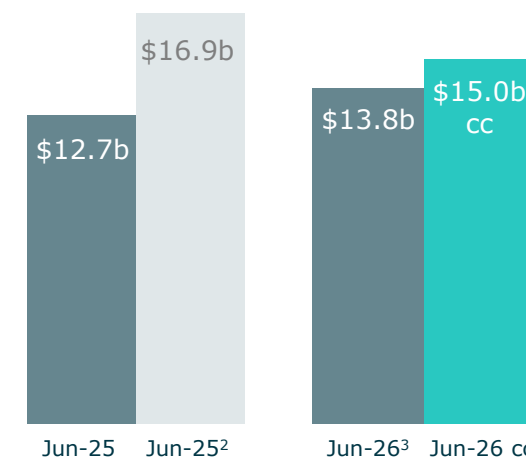


+23%
pcp

- **Sole sourced wins at 44%** – reflecting strong customer relationships
- **Wins across the energy and resources sectors**
- CP2 Phase 1 & 2 were both booked during FY26²

Backlog

Provides forward visibility ✓



+9%
pcp

- **Backlog remains substantial** at \$15.0b on a constant currency basis
- Over 62% of backlog is expected to be delivered in the next 12 months
- Major project delivery, timing of new awards and removal of Baytown Blue had a bearing on backlog in the latter part of H2

1. Bookings of \$17.1b reported at the time of announcing FY25 results reflected bookings to date and therefore included Venture Global CP2 Phase I which reached FID in July 2025.
 2. Includes CP2 Phase 1 which was booked on 28 July 2025. Worley had been providing engineering, procurement and construction planning services under a reimbursable contract so that only the remaining scope of work was moved into backlog during the period.
 3. ExxonMobil's Baytown Blue Hydrogen Project remains on pause and was therefore removed from the backlog during the year.

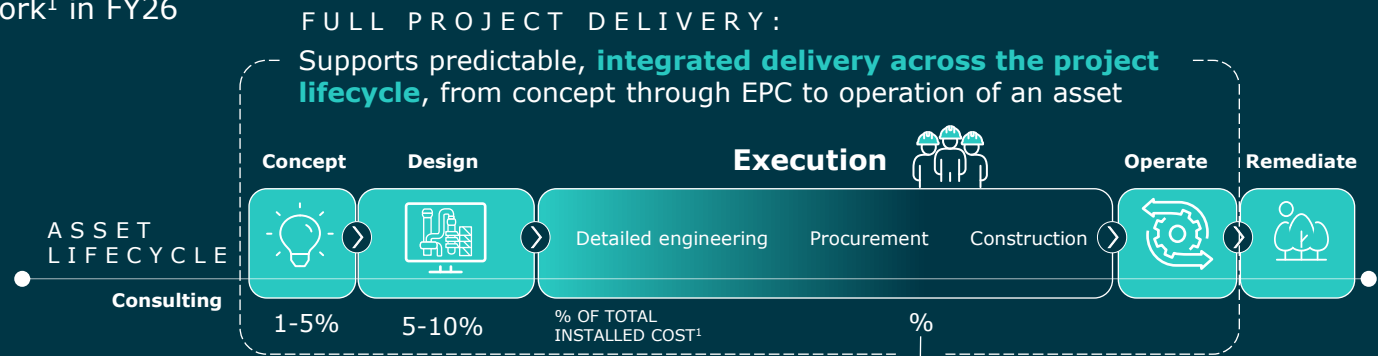
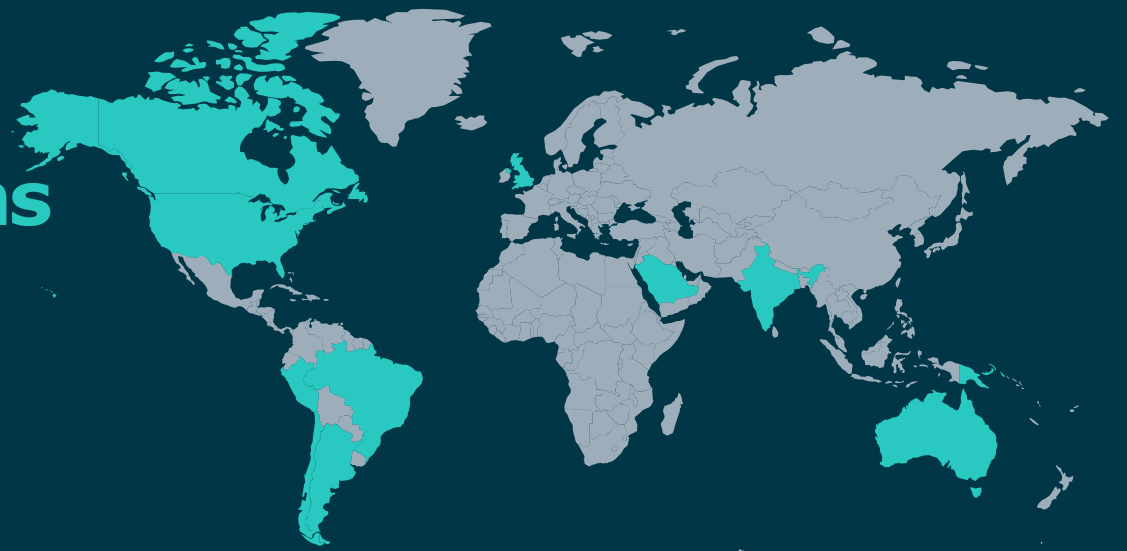
Our major projects and programs strategy is supporting our FY30 growth ambition

+ **10** countries
across 3 regions

+ **20** customers
selected Worley for MPP work¹ in FY26

+ **30**%
on pcp for EPC | EPCM in pipeline²

45%
of backlog is EPC or EPCM



WHAT MAKES WORLEY'S MAJOR PROJECTS AND PROGRAMS (MPP) DIFFERENT



Digital backbone

Advanced Work Packaging creates a common digital thread across the project lifecycle.



Global capability

Multi-geography teams connect specialist expertise to projects globally.



Flexible delivery / focused execution

Flexible contracting models and Project Delivery Centers enable consistent execution globally.

~75%

of TIC³ in execution phase

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

1. Worley is supporting these customers across different phases of the asset lifecycle through MPP engagements
2. Increase in total open factored sale pipeline for projects with EPC or EPCM scopes
3. TIC – Total Installed Cost of an asset across its lifecycle. Approximately 75% of a project's TIC is spent in the execution phase.

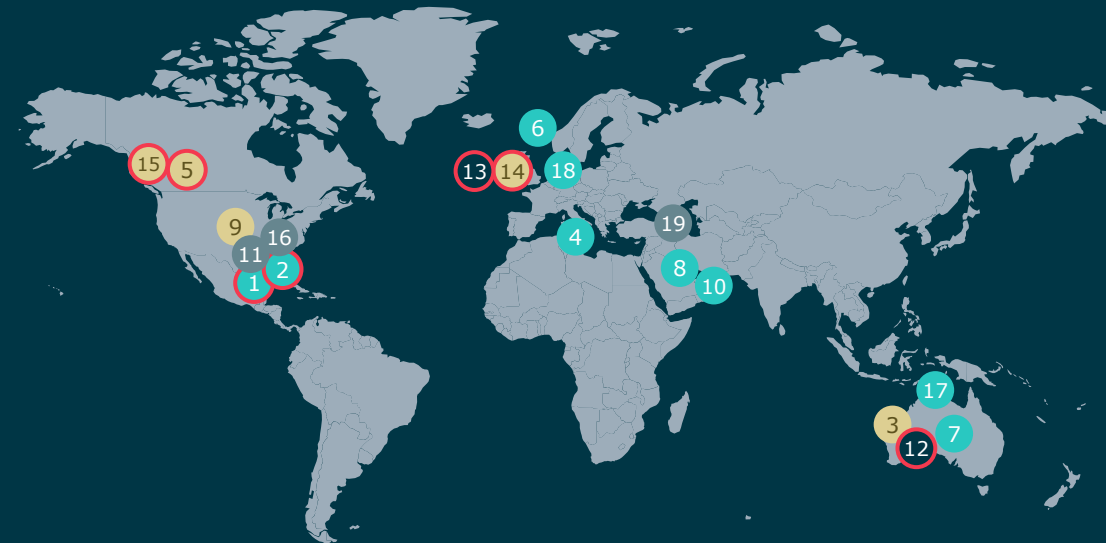
Structural demand is driving growth across our future-facing markets

>\$10b

Bookings in FY26

+49%

on pcip in total open pipeline in FY26



Integrated gas

Gas **remains the anchor** of the global energy system – especially electrification



Energy Transition Materials

Energy Transition Materials underpin **electrification and the energy transition**



Complex Critical Infrastructure

Central to economic resilience, requiring integrated, multi-disciplinary delivery capabilities



FY26 STRATEGIC WINS¹

- | | |
|---|---|
| <ul style="list-style-type: none"> 1 Full Notice to Proceed on first phase of CP2 project 2 Reimbursable EPC contract for Phase 2 of the CP2 Project 3 Technical Advisor for WA Westport Program 4 Chevron Cyrus award Aphrodite Gas Field Development FEED 5 FEED for Dow Path2Zero Cogen project in Canada 6 Award of framework agreement by Equinor Energy in Norway 7 APA Group awarded engineering services agreement | <ul style="list-style-type: none"> 8 Aramco awarded agreement for project management consultancy 9 American Electric Power awards engineering services contract 10 Worley selected by Samsung C&T for CO₂ sequestration project 11 Orbia awards Worley Engineering and Design Services contract 12 Rio Tinto appoints Worley for BS1 EPCM services 13 EPCM contract for Padeswood Carbon Capture and storage project |
|---|---|

1. Based on select Worley ASX releases in FY26
2. See Worley 'News' for more details: www.worley.com

FY27 WINS SO FAR²

- 14 EPC contractor for proposed new power station at Connah's Quay for Uniper
- 15 TC Energy selects Worley-led team to support next phase of Ontario energy storage project
- 16 Engineering services for USSM's multi-metallic processing hub
- 17 Framework agreement with INPEX
- 18 Pre-FEED study for Abeona CCS project for Petrogas
- 19 Feasibility studies for Anglo Asian Mining Azerbaijan copper feasibility studies

LEGEND

- Integrated gas
- Energy Transition Materials
- Complex Critical Infrastructure
- Other subsectors
- MPP Project

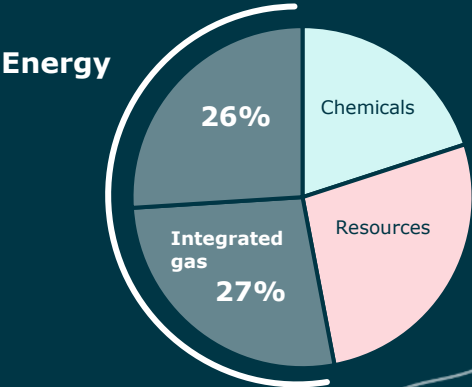
Energy

\$6,373m

Aggregated revenue

FY25: \$5,898m | Up 8% on FY25

Revenue split



Energy remains our largest sector supported by strong underlying demand drivers. Over the course of the year, aggregated revenue increased 8% and we are seeing EPC opportunities progressing through the pipeline.

SIGNALS TO WATCH

01

LNG project timing and conversion

- Major LNG opportunities continue to progress towards execution
- Timing of regulatory approvals remains the key determinant of activity levels

02

Middle East activity

- Extended duration of the conflict impacting customer spending and project execution
- Key indicator of the pace of regional normalization

03

Power and energy infrastructure investment

- Accelerating energy demand driven by data centers is supporting investment in gas-fired, renewables and nuclear projects
- Expanding source of activity beyond traditional oil and gas

KEY SUBSECTORS FOR FY27



INTEGRATED GAS



OIL



POWER



Image supplied by Uniper

Connah's Quay Low Carbon Power project (EPC)

Uniper

We are supporting Uniper as the preferred EPC contractor for the planned Connah's Quay Low Carbon Power Project in the UK following a competitive FEED process. If developed, the project would combine gas-fired generation with carbon capture technology and connect to the HyNet industrial cluster for the transport and permanent storage of captured CO₂ emissions.

1. The project is still included in Worley's pipeline
2. A Development Consent Order (DCO) application was submitted by Uniper in August 2025, with the decision expected in the coming months.

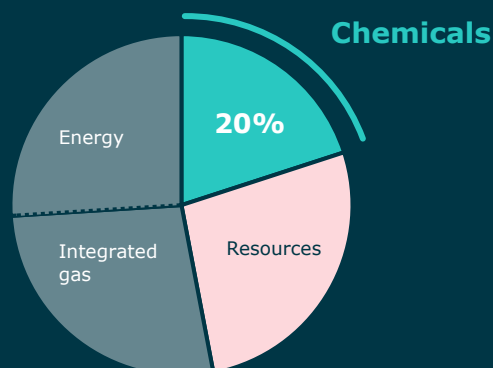
Chemicals

\$2,368m

Aggregated revenue

FY25: \$3,050m | Down 22% on FY25

Revenue split



Chemicals remains a structurally significant long-term market, although near-term conditions remain challenging. While FY26 was impacted by project cancellations and lower activity in some regions, we continue to see investment in refining, decarbonization, ammonia-based fertilizers and select low-carbon fuels markets.

SIGNALS TO WATCH

01

Refining investment

- Regionalization of production for energy security
- Investment in debottlenecking and efficiency, product slate changes, decarbonization and life-extension projects
- Supports recurring demand across existing asset base

02

Petrochemical capacity rationalization

- Customer investment decisions expected to progress as global capacity rebalances
- Key determinant of activity levels across parts of the chemicals market

03

Low-carbon fuels project progression

- SAF mandates are expected to drive a supply shortfall without near-term project development
- Progression to FID over the next 12 months will be a key indicator to future investment activity

KEY SUBSECTORS FOR FY27



REFINED FUELS



PETROCHEMICALS



SPECIALTY
CHEMICALS



Padeswood carbon capture and storage project (EPCM)

Heidelberg Materials

We are providing EPCM services for Heidelberg Materials' Padeswood carbon capture project in North Wales.

The facility is designed to capture around 800,000 tonnes of CO₂ annually, supporting the production of near-zero cement and advancing industrial decarbonization in the UK.

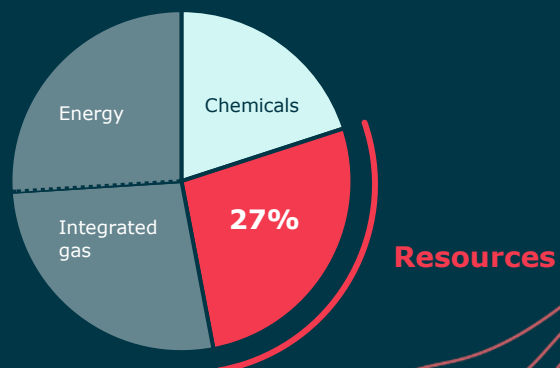
Resources

\$3,282m

Aggregated revenue

FY25: \$3,102m | Up 6% on FY25

Revenue split



Resources has been our fastest growing sector over the last 4 years, underpinned by enduring, structural demand fundamentals. FY26 growth was driven by increasing activity across mined fertilizers, copper and battery materials, with continued investment in iron ore. We are also seeing uplift in demand across the Aluminium value chain.

SIGNALS TO WATCH

01

Copper projects progressing

- Electrification, data centers and grid investment support long-term structural demand
- Brownfield expansions are critical to meet short term supply gaps
- Closing the supply gap requires greenfield developments, alongside technology advancements to improve recovery from marginal ore bodies

02

Fertilizer supply chain impact

- Conflict in Middle East affecting sulphur supply, impacting some fertilizer projects
- Potash projects progressing at pace
- Population growth and reduction in arable land underpinning fertilizer fundamentals

03

Battery materials market resurgence

- Strengthening pipeline of projects
- Broadening value chain exposure for Worley from mineral extraction, active materials through to recycling
- Partnerships essential to provide agile, integrated solutions for customers, enhancing project certainty

KEY SUBSECTORS FOR FY27



**MINED
FERTILIZERS**



COPPER



**BATTERY
MATERIALS**



Jansen Potash Mine

BHP

BHP's Jansen Potash Project in Canada is the largest private investment in Saskatchewan's history and is expected to become one of the world's largest potash mines.

Located on Treaty 4 territory and the homeland of the Métis, the multi-stage project is on track for first production in mid-2027 and will provide a significant new source of potash to support global food production.

Worley is delivering fabrication, modularization and construction of key facilities, including the Dry Mill Processing facility and Rail Loadout system. Through a digital-enabled delivery approach and our Indigenous partnership with George Gordon Developments Ltd, Worley is supporting the delivery of this world-scale potash operation.

SECTION 02

02

Financial performance

Justine Travers — Chief Financial Officer



Key financials

\$12,023m

Aggregated revenue

FY25: \$12,050m
FY26 cc: \$12,325m

\$395m

Underlying NPATA

FY25: \$475m
FY26 cc: \$417m

93.6%

Normalized² cash conversion

FY25: 94.9% (normalized)
Target range 85% - 95%

\$734m

Underlying EBITA¹

FY25: \$823m
FY26 cc: \$773m

\$306m

Statutory NPATA

FY25: \$475m
FY26 cc: \$329m

\$500m

Buyback completed

Additional \$300m buyback ongoing
\$24m returned as at 30 June 2026

- While FY26 revenue was broadly flat, earnings were impacted by Middle East disruption (\$58m), a challenging operating environment in key markets, FX translation and softer activity in parts of the Chemicals market
- EBITA Margin (ex procurement) was within our outlook target range
- One-off costs related to restructuring activities of \$120m were excluded from underlying EBITA but are reflected in the statutory NPATA
- Cash conversion remained strong and within target range, reflecting continued operating discipline
- Returned \$359m to shareholders through on-market share buyback programs

General note: 'cc' references numbers on a constant currency basis based on FY25 average FX rates.

1. See page 35 for the reconciliation of underlying to statutory result.

2. Normalized cash conversion ratio to account for the movements in advanced billings between periods.

Drivers of FY26 Results



Headwinds

- Growth expectations were impacted by the conflict in the Middle East, a softer operating environment and a slower market in chemicals
- FX translation impact



Business mix

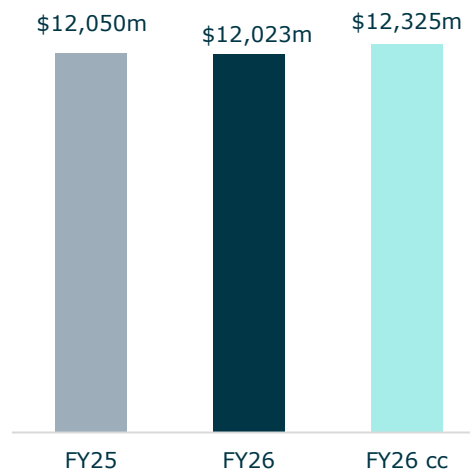
- Major project activity shifted business mix towards construction & fabrication and procurement



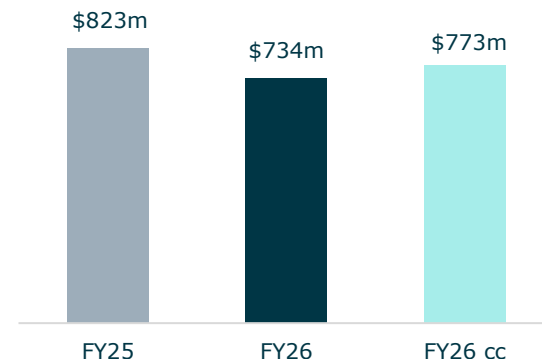
Positive contributors

- Resilience in EBITA margin (ex procurement)
- Cost out program exceeded target benefiting FY27+

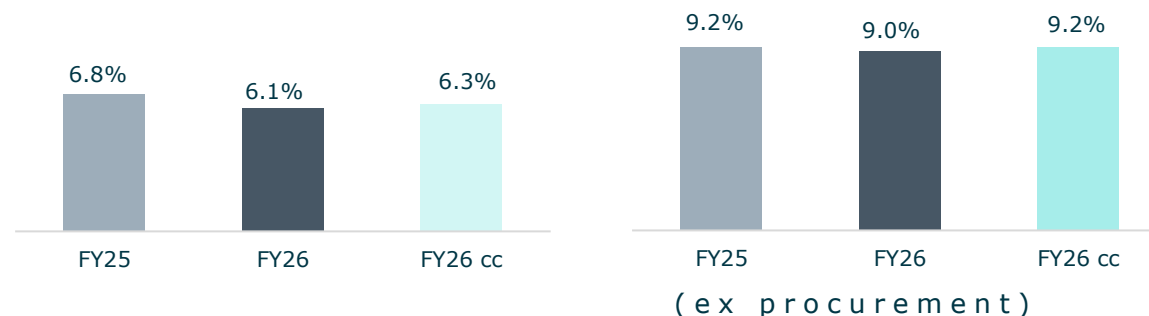
Revenue



Underlying EBITA

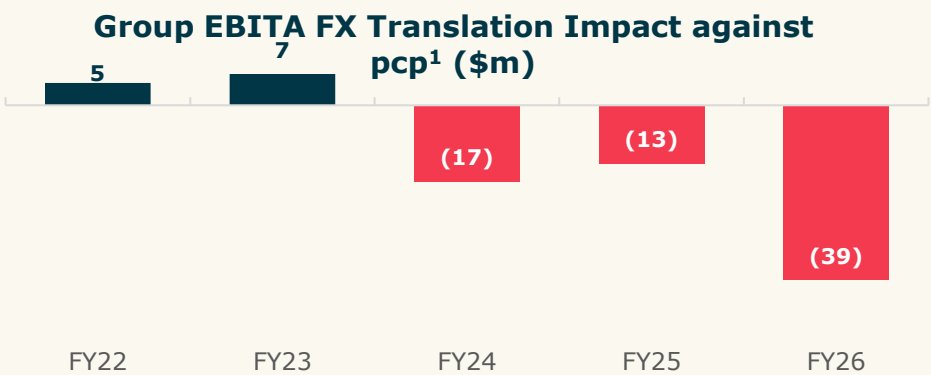


Underlying EBITA Margin

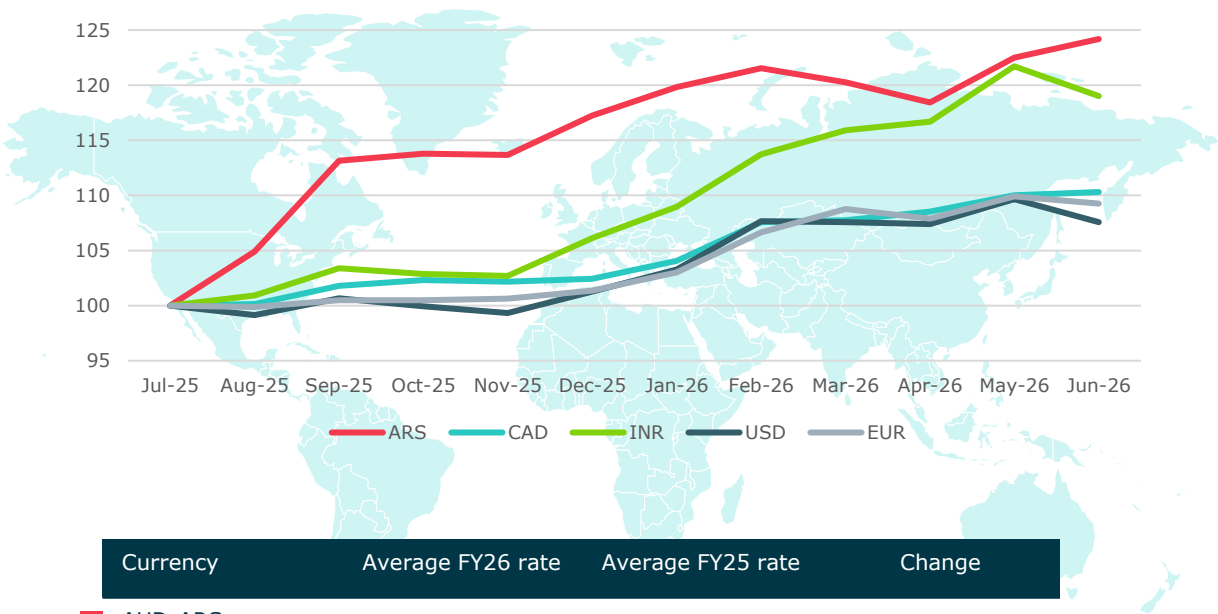


FX sensitivity and translation impacts

- Worley's global footprint generates the majority of earnings in non-Australian currencies. ~93% of our aggregated revenue in FY26 came from outside Australia
- The strengthening of the AUD across multiple currencies resulted in a significantly larger translation impact in FY26 than in prior years
 - The FX translation impact against FY25 average rates was \$39m
 - The FX translation impact against our FY26 outlook expectations was approximately \$50m



Movement in major currencies (indexed against AUD)



Currency	Average FY26 rate	Average FY25 rate	Change
AUD:ARS	947.7980	669.3914	41.6%
AUD:CAD	0.9373	0.9036	3.7%
AUD:INR	61.5071	55.1131	11.6%
AUD:USD	0.6787	0.6479	4.7%
AUD:EUR	0.5817	0.5961	(2.4%)

1. Demonstrates the impact on the Group EBITA results if foreign exchange rates were based off the prior year average FX rates. For example, FY26 EBITA would have been \$39m higher if FY25 average FX rates applied.

Reshaping the business to strengthen future performance



Restructure

\$120m¹ One-off costs

- Aligning resources to areas of higher demand
- Costs predominantly relate to restructuring in Western Europe in response to market conditions
- Transformation efforts aim to reduce complexity in parts of the business, improving efficiency and resetting the cost base



Deliver cost actions

\$132m Cost-out actions achieved

- Exceeded initial cost-out target of \$100m from FY27 onwards
- Cost-out savings are reducing the cost base, offsetting inflationary pressures and reinvesting for future growth
- Cost discipline embedded through oversight and tracking



Reinvest selectively

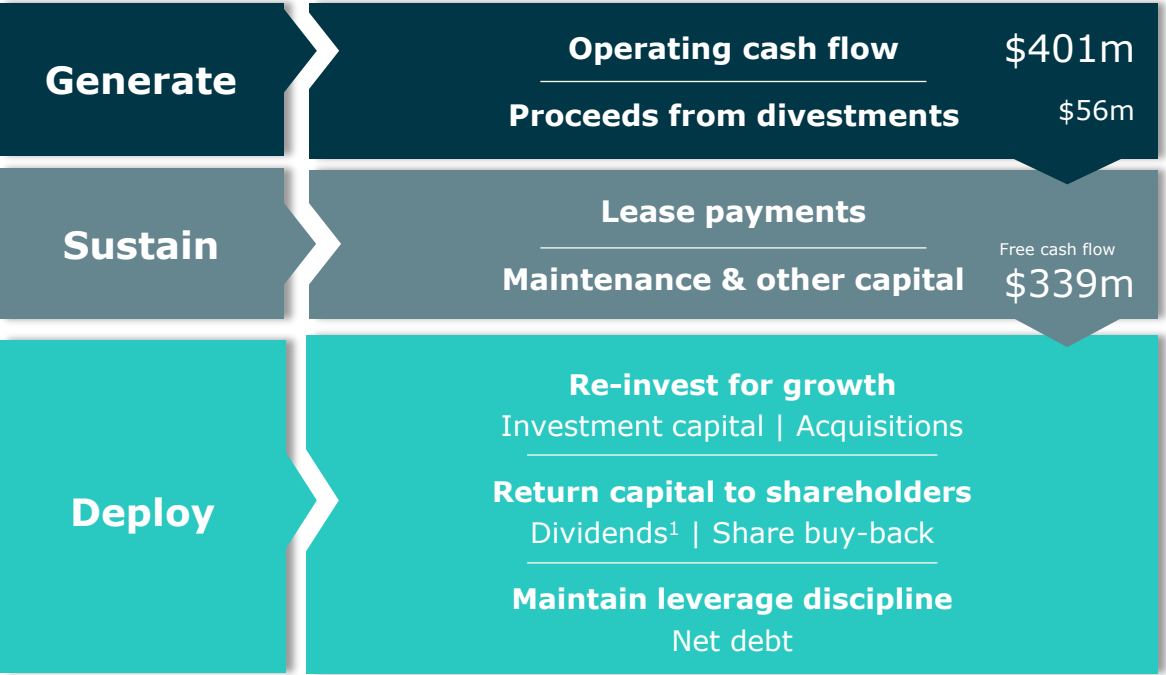
~\$70m Targeted investment over two years

- Portion of savings reinvested in priority areas
- Expands capability, enhances digital tools and supports early lifecycle positioning
- Supports scalable growth and delivery efficiency

Simplifying operations, delivering cost savings and selectively reinvesting to strengthen future performance.

1. \$120m of one-off costs excluded from the underlying result and relates to transformation and business restructuring. These costs relate predominantly to restructuring in Western Europe where we have seen high costs due to local labor protections. \$82m incurred in H1 FY26 and \$38m incurred in H2 FY26.

A disciplined capital framework to support growth and returns



Metric	FY26	FY25	Target range FY27
Working capital metrics			
Cash conversion ratio ²	93.6%	94.9%	>85%
Days Sales Outstanding (DSO)	44.3	52.0	< 60 days
Effective tax rate on PBTA	34.7%	33.4%	30 – 35%
Debt portfolio metrics			
Weighted average cost of debt	4.4%	4.3%	6.0 – 6.2%
Leverage	1.8x	1.4x	~ 2.0x

Refinancing

- A new 5-year AMTN for \$375m, together with a new 364-day liquidity facility and part utilization of the SFA Revolver, used to fund the EMTN redemption in June 2026
- Continued diversification across the debt portfolio, with a balance between loan market and global debt capital markets
- WACD will increase following the refinance of the EMTN at current market interest rates

1. Target dividend payout ratio is 50-70% of underlying NPATA.
2. Normalized cash conversion ratio to account for the movements in advanced billings between periods.

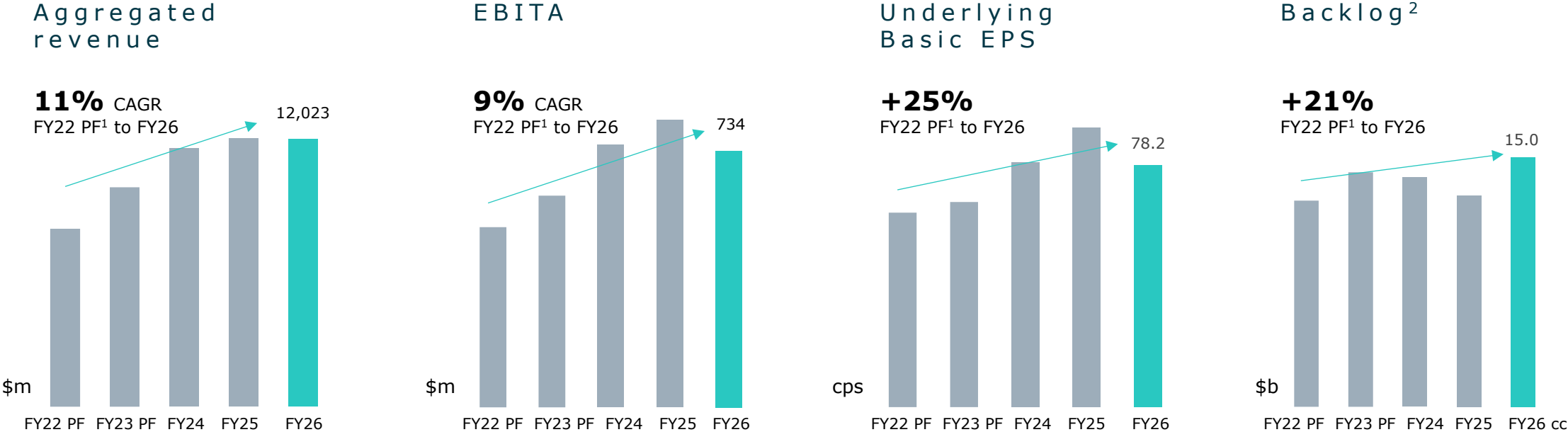
03

Strategy and outlook

Chris Ashton — Chief Executive Officer



Delivering long term growth over time

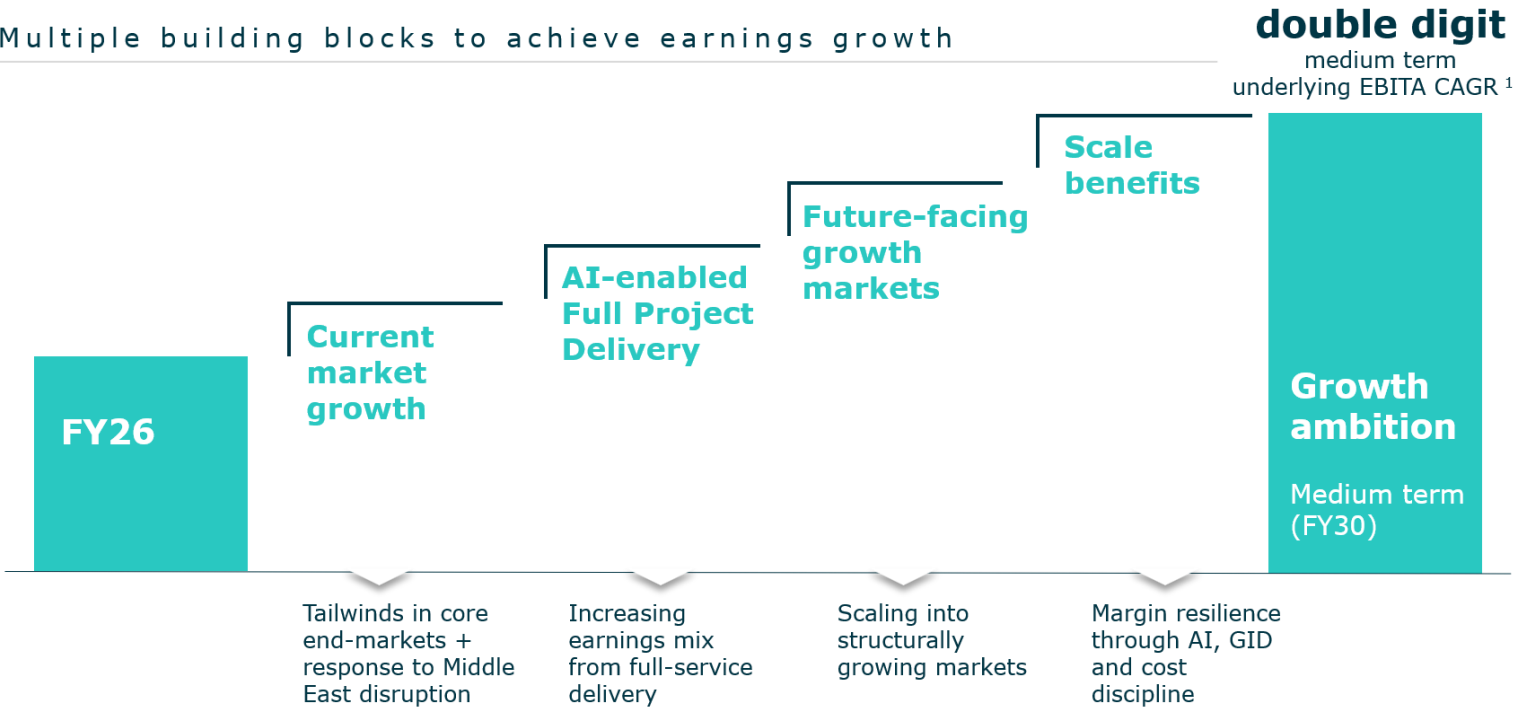


Worley has a **track record of delivering growth** over the longer term underpinned by **our diversified business model**

1. FY22 PF and FY23 PF proforma excludes the divested North American Turnaround and Maintenance business.
2. FY26 backlog is on a constant currency basis and excludes ExxonMobil Baytown Blue Hydrogen Project which remains on pause.

Executing our FY30 growth ambition

Multiple building blocks to achieve earnings growth



1. 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. See page 2 for more information.
General Note: all values shown are in USD.

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

Aligned with long-term investment trends

 Energy security	\$106t infrastructure resiliency spend to 2040 ²
 Rapid AI and Digital Acceleration	\$7t on Data Center CapEx by 2030 ³
 Energy transition	\$4.5t Energy transition CapEx p.a. by 2030 ⁴
 Electrification	\$2-3t p.a. on electrification by 2040 ⁵
 Resource demand Energy Transition Materials & food security	>\$1t CapEx investment required to meet 2040 demand for Energy Transition Materials ⁶

Our priorities

Delivering near-term performance while advancing our Ambition

	 Current market growth	 AI-enabled full project delivery	 Future-facing growth markets	 Scale benefits
FY26 Progress	- Pipeline growth, strong bookings, steady backlog - New framework agreements and renewals with key customers	- Major Projects & Programs organization stood up - Significant EPC/EPCM awards	Significant wins in target markets including gas and LNG, energy transition materials, power and data centers	- Cost-out program delivered - Significant support function work shifted to low-cost locations
Medium term Ambition priorities	- Prioritize high-confidence opportunities - Expand customer relationships in disrupted markets - Win a greater share of customer investment in structurally growing markets	- Embed AI and digital tools in priority workflows - Create a more scalable delivery model that translates into new growth markets	- Focused investment in priority markets to drive bookings growth - Maintain disciplined contract selection	- Selectively reinvesting for growth - Maintain balance sheet and capital discipline - Drive work through GID towards 20%+ - Increase use of differentiated commercial models

Group outlook¹

Underlying EBITA	Mid to high single digit growth
	More heavily weighted to H2 than historical norms
Aggregated Revenue	Mid to high single digit growth
	H1/H2 weighting broadly even

Outlook context

Demand across our core markets is underpinned by favorable medium and long-term fundamentals, including the need for secure and affordable energy, critical resources as well as investment in export, supply chain and critical infrastructure.

However, in FY2027 disruption and uncertainty in the Middle East persist and we are seeing significant second order supply chain impacts, particularly as it relates to the supply of sulphur for fertilizer projects within North Africa. Our customers in the Middle East are turning to us for damage assessments, reconstruction planning and early-stage new projects, designed to help them navigate export constraints and rebuild resilience. While the timing and scale of associated opportunities remain difficult to predict, our outlook anticipates work volumes in the Middle East to lift in H2.

Activity across the broader business continues to benefit from strong demand in key markets and we are seeing tailwinds in our largest market, North America. A growing portfolio of major projects within the pipeline supports our growth outlook. These are projects where Worley already has an established position through earlier phases of work. As those projects progress, we expect more of that work to move into execution.

The strength of the Australian dollar remains a headwind on the translation of financial results for reporting purposes.

1. All forward looking statements, including the FY27 Group outlook, remain subject to no material deterioration in current market conditions, including currency exchange effects, forward estimates of timing, award and delivery of future projects. See page 2 for more information.



FULL YEAR 2026

Supplementary Information



We are

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



Energy



Chemicals



Resources

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 capability.



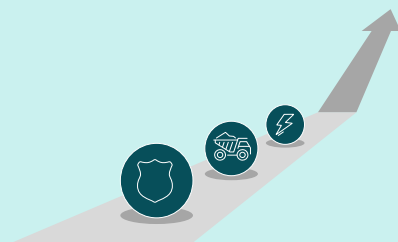
Across the life cycle of our customers' assets

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

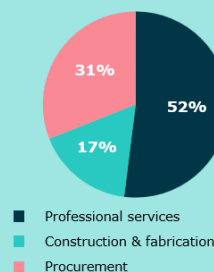


- Earnings linked to diversified end markets and long-dated customer capex cycles, not commodity prices
- Energy security and sovereign capability driving investment
- Energy transition and electrification driving network-wide investment
- Structural demand for critical materials and resources
- Acceleration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

Capital-light delivery model

Capital-light delivery model with minimal balance-sheet exposure

SERVICES

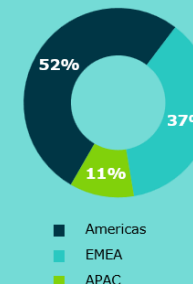


- Predominantly reimbursable work (>75%) with selective fixed or value-based contract models
- Capital-light delivery with disciplined, selective risk participation
- Strong governance and accountable leadership driving disciplined growth
- Disciplined capital deployment

Global scale and market position

Scale and customer relationships built and sustained over decades

GEOGRAPHIES



- 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

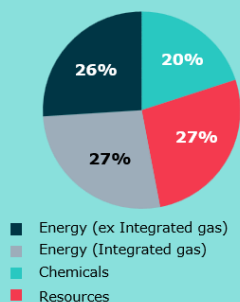
Worley's investment proposition

Why that growth translates into resilient earnings and returns

Diversified earnings

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

SECTORS

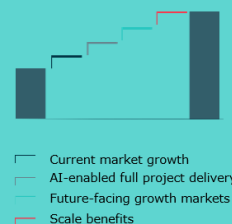


- Margin integrity and operating leverage supported by disciplined execution and portfolio mix
- Strong cash conversion and risk-adjusted returns over time
- Diversification across Energy, Chemicals and Resources
- Earnings resilience through cycles

Disciplined growth and execution

Earnings growth through selective full project delivery and targeting growth markets

FY30 GROWTH AMBITION



- 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



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

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 centers



Power



Nuclear



Industrial
Water



Ports and
Terminals

Complex Critical Infrastructure

Summary of key financials

	FY26	FY25	vs. FY25
Aggregated revenue	\$12,023m	\$12,050m	(\$27m)
Aggregated revenue excl. procurement	\$8,193m	\$8,964m	(\$771m)
Underlying EBITA	\$734m	\$823m	(\$89m)
Underlying EBITA margin % excl. procurement	9.0%	9.2%	(0.2pp)
Underlying NPATA	\$395m	\$475m	(\$80m)
Underlying NPATA margin % excl. procurement	4.8%	5.3%	(0.5pp)
Items excluded from the underlying NPATA results ¹	(\$89m)	-	(\$89m)
Statutory NPATA	\$306m	\$475m	(\$169m)
Operating Cash Flow (statutory definition)	\$401m	\$741m	(\$340m)
Net Debt (statutory definition)	\$1,746m	\$1,502m	\$244m
Normalized cash conversion	93.6%	94.9%	(1.3pp)
Leverage ²	1.8x	1.4x	0.4x
Liquidity ³	\$2,116m	\$2,402m	(\$286m)
Dividend per share	50 cents	50 cents	-

% change vs FY25

Reported	Constant Currency
(0.2%)	2.3%
(8.6%)	(6.1%)
(10.8%)	(6.1%)
(0.2pp)	0.0pp
(16.8%)	(12.2%)
(0.5pp)	(0.3pp)

1. Excludes one-off costs (post tax) relating to transformation and business restructuring.
2. As per debt covenant definition.
3. Unrestricted cash and undrawn, committed debt facilities.

Reconciliation of statutory to underlying results adjusted for non-trading items

The directors consider underlying result information important in understanding the performance of the company by excluding selected significant items and amortization on acquired intangible assets.

Reconciliation of statutory results to underlying results	H1 FY26 (\$m)	H2 FY26 (\$m)	FY26 (\$m)	FY25 (\$m)
Statutory result (NPAT for the Group)	129	123	252	421
Add: Net finance costs	52	56	108	91
Add: Amortization of acquired intangible assets	43	46	89	86
Add: Income Tax Expense	71	94	165	225
Statutory result (EBITA for the Group)	295	319	614	823
Add: Net total items excluded from underlying result ¹	82	38	120	-
Underlying EBITA for the Group	377	357	734	823

1. Excludes \$120m of one-off costs relating to transformation and business restructuring.

Segment results – regions

Americas delivered strong growth as major projects advanced into execution, driving higher revenue and EBITA despite margin mix headwinds.

EMEA revenue and EBITA were impacted by Middle East disruptions and project cancellations, with disciplined execution supporting underlying margins.

APAC revenue and EBITA declined following major project completions, with lower activity levels driving margin compression.

	H1 FY26	H2 FY26	FY26	FY25	vs. FY25
Aggregated revenue (\$m)	6,312	5,711	12,023	12,050	(0.2%)
Americas	3,059	3,169	6,228	5,310	17.3%
EMEA	2,535	1,920	4,455	5,021	(11.3%)
APAC	718	622	1,340	1,719	(22.0%)
Segment EBITA (\$m)	504	476	980	1,142	(14.2%)
Americas	199	266	465	444	4.7%
EMEA	241	161	402	472	(14.8%)
APAC	64	49	113	226	(50.0%)
Segment margin (%)	8.0%	8.3%	8.2%	9.5%	(1.3 pp)
Americas	6.5%	8.4%	7.5%	8.4%	(0.9 pp)
EMEA	9.5%	8.4%	9.0%	9.4%	(0.4 pp)
APAC	8.9%	7.9%	8.4%	13.1%	(4.7 pp)

Sector results

Energy revenue growth was driven by execution projects driving increasing construction and procurement activity, with margins impacted by business mix and Middle East disruptions.

Chemicals remains a large and strategically important market. FY26 activity was impacted by project cancellations and lower volumes in some regions, while investment continued in refining and decarbonization.

Resources revenue increased as projects advanced into execution, although lower margins reduced EBITA compared with the prior year.

	H1 FY26	H2 FY26	FY26	FY25	vs. FY25
Aggregated revenue (\$m)	6,312	5,711	12,023	12,050	(0.2%)
Energy	3,183	3,190	6,373	5,898	8.1%
Chemicals	1,330	1,038	2,368	3,050	(22.4%)
Resources	1,799	1,483	3,282	3,102	5.8%
Segment EBITA (\$m)	504	476	980	1,142	(14.2%)
Energy	248	249	497	561	(11.4%)
Chemicals	98	91	189	267	(29.2%)
Resources	158	136	294	314	(6.4%)
Segment margin (%)	8.0%	8.3%	8.2%	9.5%	(1.3 pp)
Energy	7.8%	7.8%	7.8%	9.5%	(1.7 pp)
Chemicals	7.4%	8.8%	8.0%	8.8%	(0.8 pp)
Resources	8.8%	9.2%	9.0%	10.1%	(1.1 pp)

EBITA% excluding procurement

Calculation of EBITA%
excluding procurement

$$\text{Underlying EBITA margin excluding procurement} = \frac{\text{Underlying EBITA}}{(\text{'Aggregated revenue' minus 'Procurement revenue'})}$$

	H1 FY26	H2 FY26	FY26
Aggregated revenue (\$m)	6,312	5,711	12,023
Growth rate on pcp			(0.2%)
Underlying EBITA (\$m)	377	357	734
Growth rate on pcp			(10.8%)
Underlying EBITA%	6.0%	6.3%	6.1%
Procurement revenue (\$m)¹	2,044	1,786	3,830
Growth rate on pcp			24.1%
Revenue excluding procurement (\$m)	4,268	3,925	8,193
Growth rate on pcp			(8.6%)
Underlying EBITA% excluding procurement	8.8%	9.1%	9.0%

1. Refers to procurement included in aggregated revenue.

Cash collection

Performance

- Normalized cash conversion was 93.6%¹, adjusted to exclude timing adjustments for advance billings on a number of contracts as we achieve better terms and conditions in this market.



DSO
44.3 days

	FY26 (\$m)	FY25 (\$m)
Statutory EBITA	614	823
Non-cash items:		
Less: Share of associates' profits in excess of dividends received	(10)	(40)
Add: Depreciation, amortization and significant and other non-cash items	233	289
Less: Interest and tax paid	(181)	(185)
(Less)/Add: Receivables movement	(318)	13
Add/(Less): Payables, provision and other movement	63	(159)
Statutory operating cash flow	401	741
Normalized operating cash flow excluding interest and tax	687	781

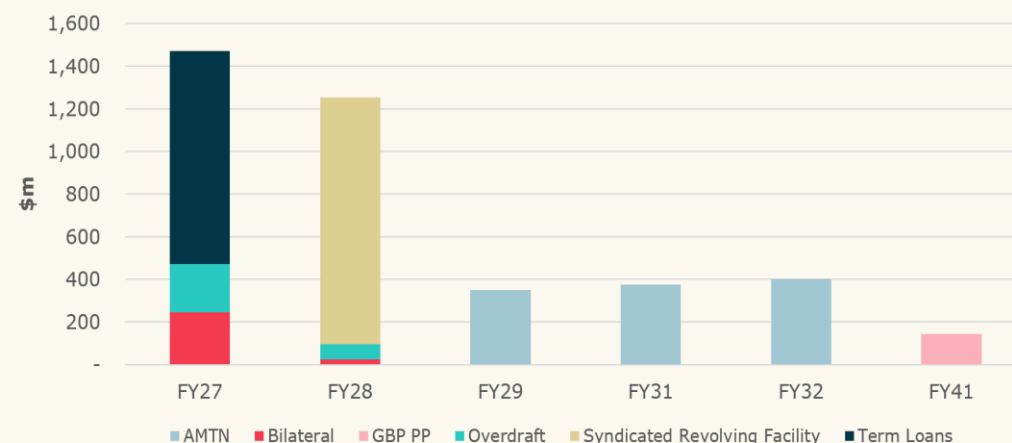
1. Normalized operating cash excluding tax and interest over Underlying EBITA.

Balance sheet and liquidity

Balance sheet metrics	as at 30 Jun 2026	as at 30 Jun 2025
Weighted average cost of debt ¹	4.4%	4.3%
Weighted average debt maturity (years)	2.8	2.7
Interest cover (times)	7.4x	10.7x
Net debt (statutory definition) ² (\$m)	1,746	1,502
Net debt/EBITDA ³ (times)	1.8x	1.4x
Gearing ratio ⁴	26.4%	20.9%
Loan & overdraft facilities ⁵ (\$m)	3,991	4,018
Facility utilization ⁵	65.4%	54.7%
Available committed facilities (\$m)	1,029	1,459
Total liquidity ⁶ (\$m)	2,116	2,402
Available bonding facilities (\$m)	1,459	2,111
Bonding facility utilization	58%	33%

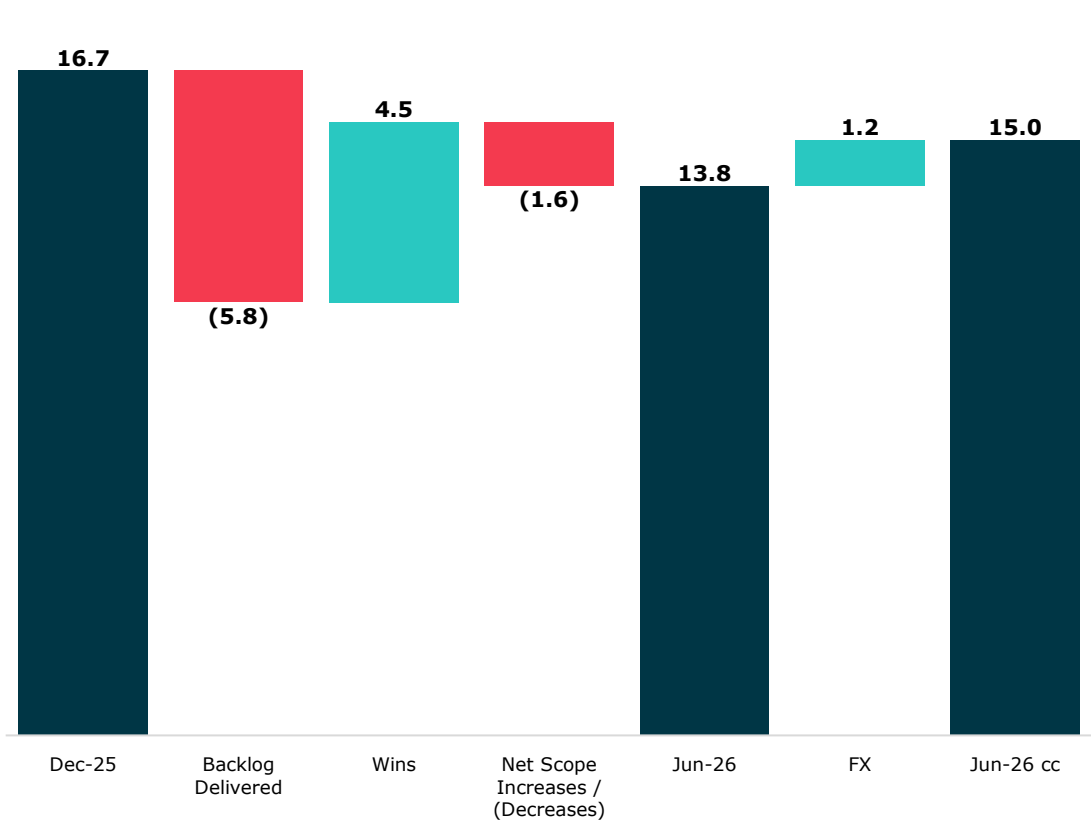
1. Based on gross debt, including deferred borrowings cost.
2. Total interest-bearing loans and borrowings and lease liabilities less Cash and cash equivalents including procurement cash and restricted cash.
3. Earnings before interest, tax, depreciation and amortization as defined for debt covenant calculations.
4. Net debt to net debt + equity.
5. Excludes leases.
6. Unrestricted cash and undrawn, committed debt facilities.

Debt maturity profile
as at 30 June 2026



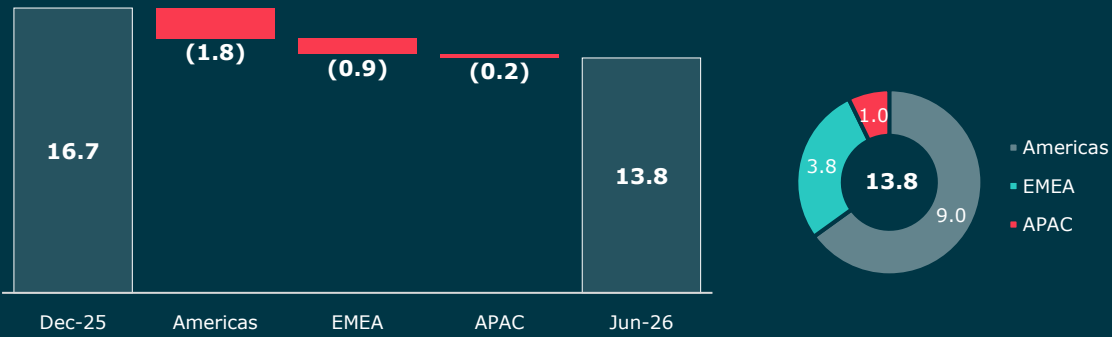
Backlog

BACKLOG WALK (\$b)

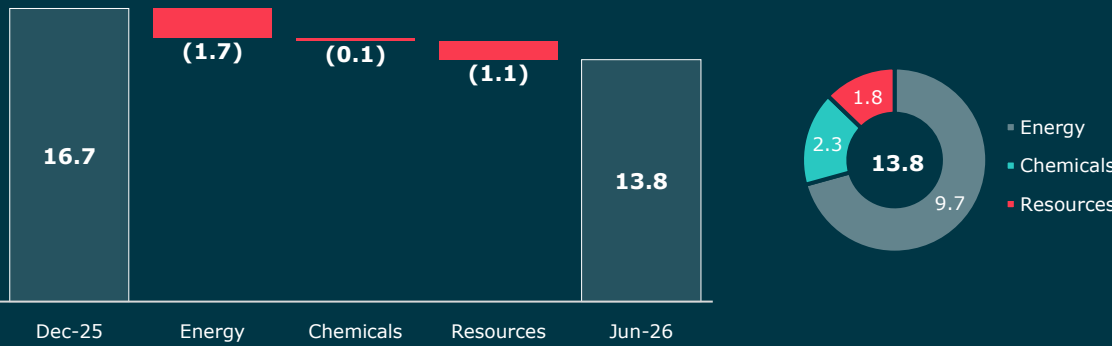


General notes:
1. Backlog definition provided on page 45.
2. Values shown are in \$billions.

BY REGION

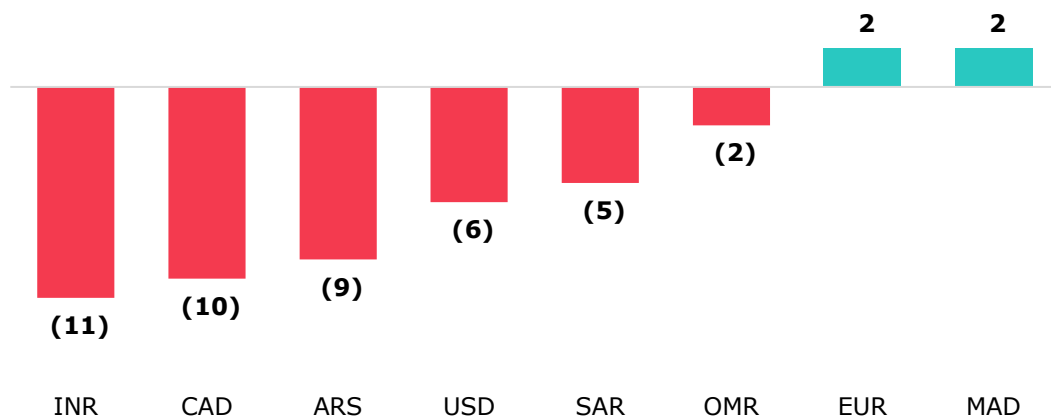


BY SECTOR



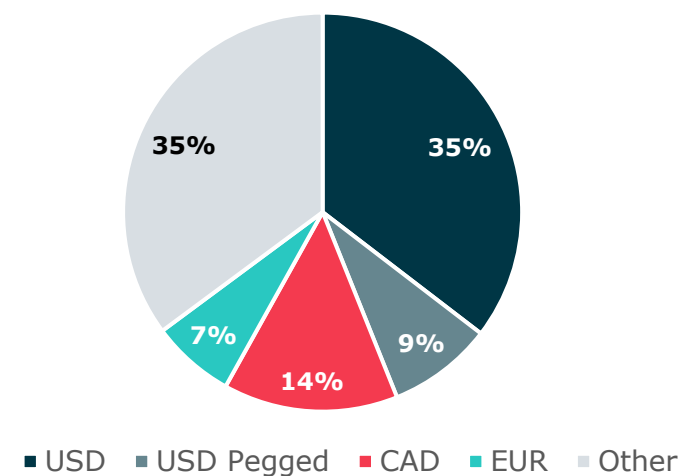
FX translation impacts

FY26 EBITA Impact by currency(\$m)



The FY26 Underlying EBITA FX translation impact was \$39m using the FY25 average rates largely driven by INR, CAD, ARS and USD.

FY26 Aggregated Revenue by currency (%)



~93% of Worley's FY26 aggregated revenue came from outside of Australia, with ~44% denominated in USD and USD pegged currencies.

Productivity and people metrics

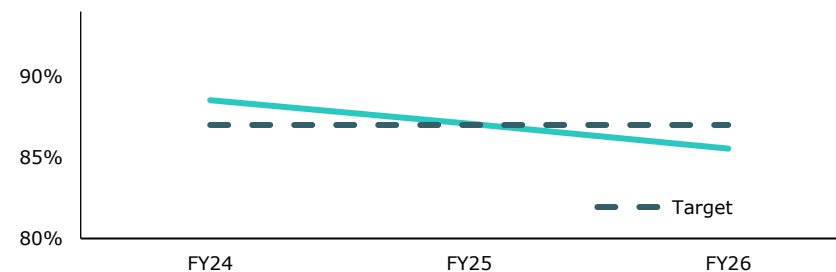


Total headcount is 40,400 at 30 Jun 2026, with 34,000 professional services staff

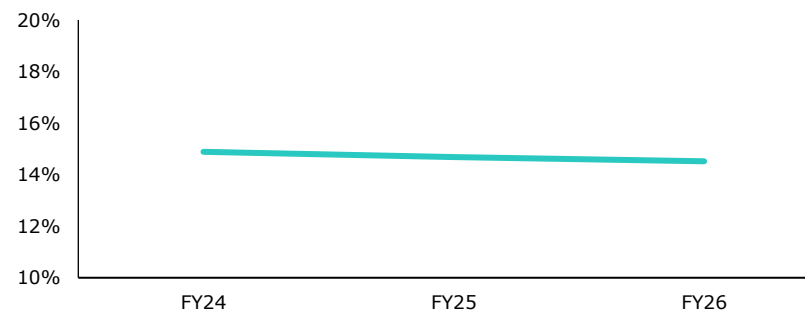


Global Integrated Delivery (GID) contributes 14.5% of hours worked.

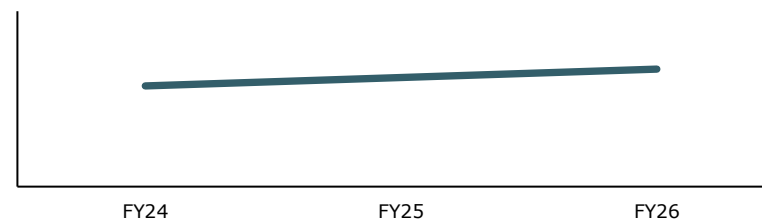
Staff Utilization¹



% of work through GID



EBITA/Headcount²



1. Utilization is total chargeable hours divided by total available hours.
2. Trend line shown

Glossary

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

AI – Artificial Intelligence

APAC – Australia, Pacific, Asia & China

ASRS – Australian Sustainability Reporting Standards

CAPEX – Capital expenditure

CC – Constant currency

CCUS – Carbon Capture, Utilization and Storage

CDP – formerly Carbon Disclosure Project

DJSI – Dow Jones Sustainability Index

DSO – Days Sales Outstanding

EBITA – Earnings Before Interest, Tax and Amortization on acquired intangibles

EBITDA – Earnings Before Interest, Tax, Depreciation and Amortization on acquired intangibles

EMEA – Europe, Middle East & Africa

ECR – Energy, Chemicals and Resources sectors

EPC – Engineering, Procurement, Construction

EPCM – Engineering, Procurement and Construction Management

ESG – Environmental, Social, and Governance

FEED – Front-end engineering design

FID – Final Investment Decision

FX – Foreign Exchange

FY – Financial Year

GICS – Global Industry Classification Standard

GenAI – Generative Artificial Intelligence

GID – Global Integrated Delivery

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

MPP – Major projects and programs

MSCI – Morgan Stanley Capital International

NPAT – Net Profit After Tax

NPATA – Net Profit After Tax excluding Amortization on acquired intangibles

O&M – Operations & Maintenance

OPEX – Operating expenditure

PBTA – Profit Before Taxation and Amortization

PCP – Prior Comparative Period

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

PP – Percentage Points

TRCFR – Total Recordable Case Frequency Rate (per 200,000 hours worked over a 12-month rolling average)

UK – United Kingdom

US – United States

Constant Currency Constant currency removes the translation impact of foreign exchange rate movements to facilitate comparison of underlying operational performance against relative comparator (i.e. prior period, outlook). Reported financial performance will continue to reflect the actual foreign exchange rates experienced during the period.

Backlog definition

Backlog is the total dollar value of the amount of revenues expected to be recorded as a result of work performed under contracts or purchase/work orders already awarded to the Group. Backlog is not in constant currency and is reported using the year end exchange rates.

With respect to discrete projects an amount is included for the work expected to be received in the future. For multi-year contracts (i.e. framework agreements and master services agreements) and O&M contracts we include an amount of revenue we expect to receive for 36 months, regardless of the remaining life of the contract.

Due to the variation in the nature, size, expected duration, funding commitments and the scope of services required by our contracts and projects, the timing of when the backlog will be recognized as revenue can vary significantly between individual contracts and projects.

Fixed price vs reimbursable contract types

Reimbursable Contracts (77% of FY26 revenue):

- These contracts are based on reimbursing of reasonable and allowable actual costs plus profits. In addition to the base profits these contracts generate, we may earn further incentives from creating enhanced value for the customer, depending on the individual contract terms and conditions. When negotiating with our customers, we're typically able to adjust our contracts in line with inflation and wage increases.

Fixed Price Contracts (23% of FY26 revenue):

- A fixed-price type contract is appropriate when there is a well-defined bill of materials or statement of work, and the parties can agree on the price of the goods or services. We generally execute fixed-price contracts as:
- lump sum engineering, procurement and construction (EPC), typically where we've completed the preceding phases and are confident of the scope. We could see an increase in these types of contracts in the future if they present the opportunity for higher margins while minimizing risk.
- lump sum services contracts, where we can control the outcomes. These typically have a short duration (on average, under six months) and would generally take into consideration inflationary expectations.

We have minimal direct exposure to supply chain risk as we typically purchase materials on behalf of our customers.

Rules for items excluded from underlying results

Worley has guidelines for determining items to be excluded from non IFRS profit measures, such as underlying NPATA and underlying EBITA. These guidelines are for determining underlying profit for internal management reporting and external reporting purposes.

There are three principles which form the foundation of Worley's approach to determining adjustments to underlying profit. These are:

- **Consistency:** A consistent approach should be adopted from period to period. We consider how items have been previously treated. Consistency is one of the key points in the Australian Institute of Company Directors (AICD) and ASIC RG 230 guidelines.
- **Relevance:** Worley discloses underlying profit measures as the information is considered useful for investors to understand Worley's financial condition and results of operations. It provides investors with a view of the sustainable performance of the Group.
- **Neutrality:** Adjustments to determine underlying earnings must not be biased and in other words should be neutral. A key concept in most regulator guidelines is neutrality.

Review

Each December and June external reporting periods all income or expense items to be excluded from underlying profit will continue to be formally reviewed and approved by the Board, Chief Financial Officer, the Audit & Risk Committee and the external Auditors as part of the approval of the Financial Statements.

Our reporting suite

- Annual Report
- ESG Databook
- Sustainability Basis of Preparation
- Corporate Governance Statement
- Modern Slavery Statement



View our website for additional documents



Registered office:

Level 19, 420 George Street
Sydney NSW 2000
Australia

T: +61 2 8923 6866

E: investor.relations@worley.com

E: media.relations@worley.com

Worley Limited

ABN 17 096 090 158

[worley.com](https://www.worley.com)