

Investor Day 2018



Disclaimer

The information in this presentation about the WorleyParsons Group and its activities is current as at 30 April 2018 and should be read in conjunction with the Company's Appendix 4D and Interim Financial Report for the half year ended 31 December 2017. It is in summary form and is not necessarily complete. The financial information contained in the Interim Financial Report for the half year ended 31 December 2017 has been reviewed, but not audited by the Group's external auditors. The financial information presented to YTD March 2018 and the Third Quarter financial information has not been reviewed or audited by the Group's external auditors.

This presentation contains forward looking statements. These forward looking statements should not be relied upon as a representation or warranty, express or implied, as to future matters. Prospective financial information has been based on current expectations about future events and is, however, subject to risks, uncertainties, contingencies and assumptions that could cause actual results to differ materially from the expectations described in such prospective financial information. The WorleyParsons Group undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of the release of this presentation, subject to disclosure requirements applicable to the Group.

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Agenda

Registration

Welcome and Context

OneWay Moment

Company Update

Strategy Update

Q&A

Offshore Oil & Gas

Morning Tea

Integrated Solutions

Metals & Minerals

Chemicals & Petrochemicals in Europe

New Energy

Digital

Q&A

Wrap Up

Lunch



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Context: Market fundamentals **continue to improve**

**Demand for energy
and resources
continues to
increase.**

**Investment will
follow.**

- The financial position of our customers has improved and the focus is shifting to growth
- Demand for energy and resources has continued to grow, while investment in supply has not even kept pace with natural current field/mine decline
- Our customers are indicating returns to capex growth to offset natural decline and meet increasing demand
- WorleyParsons continues to have robust operational and financial foundations and is ready for growth
- Digital disruption of engineering is putting a premium on innovative people with real world know how, skills and experience core to WorleyParsons



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Responsible business at WorleyParsons

Matthew Rowe

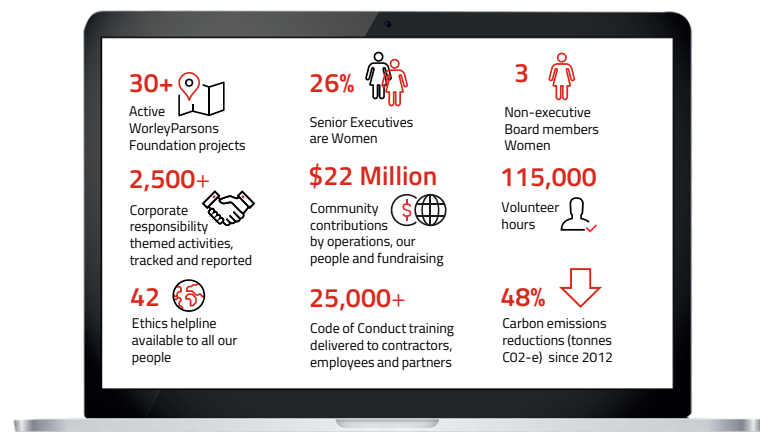


Responsible business at WorleyParsons

We have always taken a responsible and sustainable approach to our business.

This year we have:

- delivered significant community social impact via our active virtual network of passionate champions and the WorleyParsons Foundation
- focused on further reductions in the gender pay gap and improved female participation on our Board
- lead corporate disclosure aligned to leading international reporting standards
- continued to deliver annual Code of Conduct training
- ensured Ethics helpline is accessible to all our people
- confirmed our position to reduce carbon emissions



Responsible business at WorleyParsons



Across our operations in 42 countries, **ethical conduct** is very important to us:

- our Code of Conduct applies to our contractors, agents, supply chain partners as well as our own people
- we prohibit the use of facilitation payments, and have zero tolerance for bribery, fraud and other types of corruption
- our Gifts and Entertainment policy includes a strict protocol for registering gifts and entertainment
- our Ethics Helpline is available to everyone
- we have a firm policy that forbids retaliation against anyone who reports a concern through the Helpline or otherwise



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Responsible business at WorleyParsons

We want to know that our customers take a responsible approach to business as seriously as we do.

Responsible Business Assessments are embedded within our sales processes and risk assessments for new projects and contracts across our business, assessing the risk profile of customers and projects in relation to:

- Safety
- Trade sanctions
- Credit worthiness
- Ethical business practices
- Carbon Emissions intensity
- Social License



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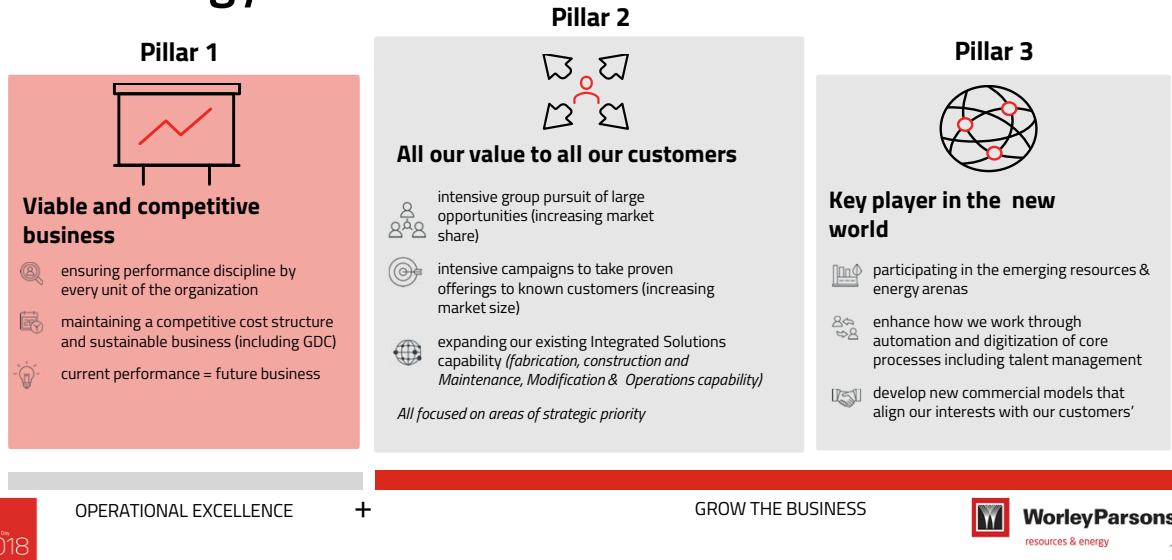
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Business update

Tom Honan
Group Managing Director, Finance / CFO

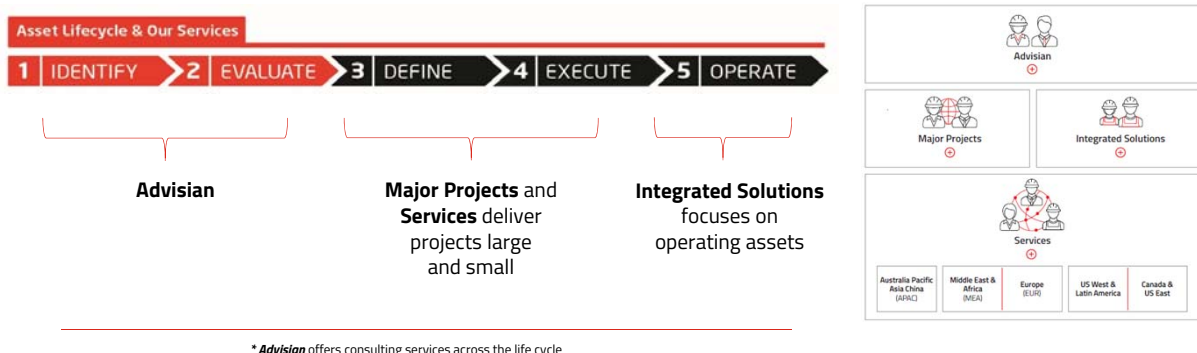
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resources & energy

Our strategy architecture

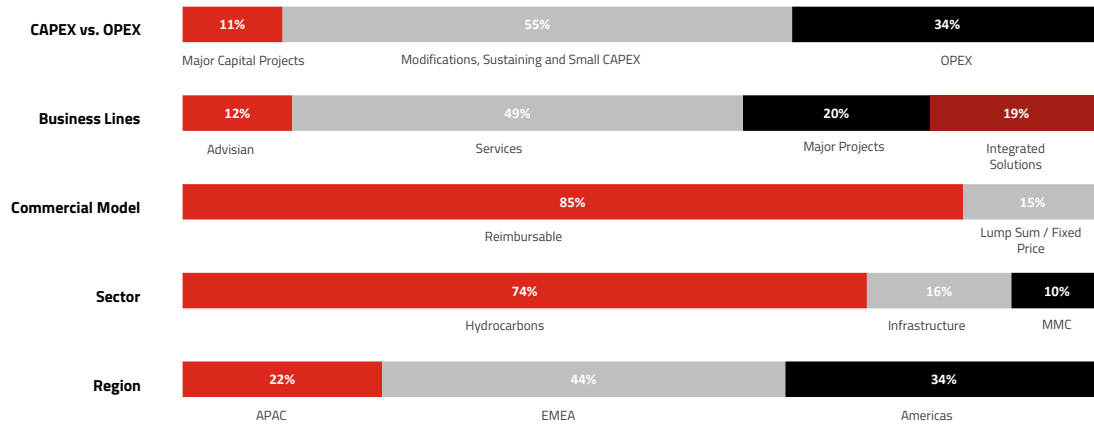


WorleyParsons Group

WorleyParsons' business line structure offers support across all phases of the asset lifecycle



Business profile



January 2018

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Global operations and employee numbers

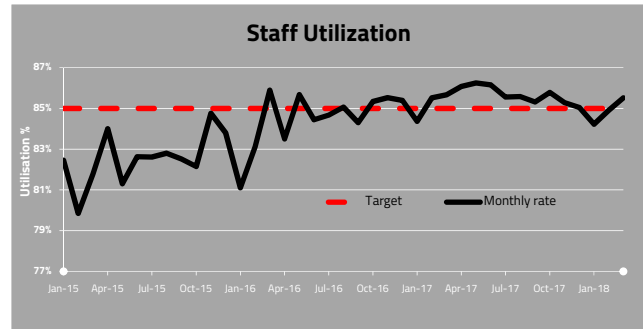
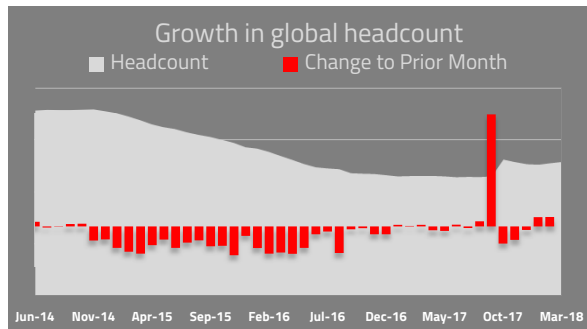


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Headcount and utilization



- Headcount growth from UK IS acquisition
- Base business headcount growth relatively flat
- Staff utilization remains on target
- Maintained presence in 42 countries



Focus on **ensuring key overhead savings remain sustained** as the business grows



- Recently concluded a cost reduction program that resulted in \$500m in annualised savings
- All areas of the business were impacted
- Total overhead run rate heading into FY18 of ~\$950m per annum



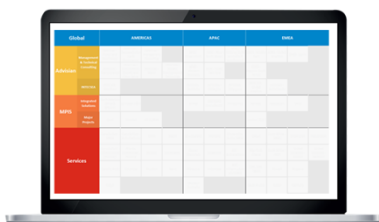
Focus on ensuring key overhead cost areas remain right sized as the business grows

Business Development	<ul style="list-style-type: none"> Investment in improved BD effectiveness Global Sales and Marketing group operating to ensure focus on priority opportunities and best practice sharing
Bench / Project Support	<ul style="list-style-type: none"> Sustainable improvements in utilization of billable staff through <ul style="list-style-type: none"> Increased transparency and active management of performance vs targets Adoption of flexible work models
Property	<ul style="list-style-type: none"> Optimized property portfolio Capacity retained where future expansion and growth is targeted
Information Technology	<ul style="list-style-type: none"> Transformation of IT function with significant benefits <ul style="list-style-type: none"> New optimized global/regional operating model On-going simplification and standardization
Functional	<ul style="list-style-type: none"> Regional model established with pooled resources offering efficiencies in leadership and ability to scale up at reduced cost On-going standardization of key functional processes to enable additional resource aggregation and a leaner structure
Management	<ul style="list-style-type: none"> Streamlined management structure which removes duplication and increase focus on client service delivery

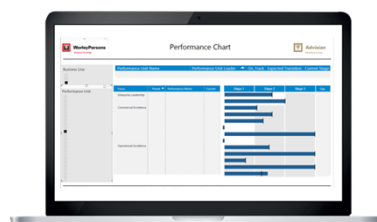


Sustaining Performance Program – Key elements

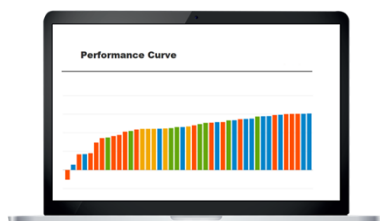
Granularity



Transparency



Measurement of KPIs

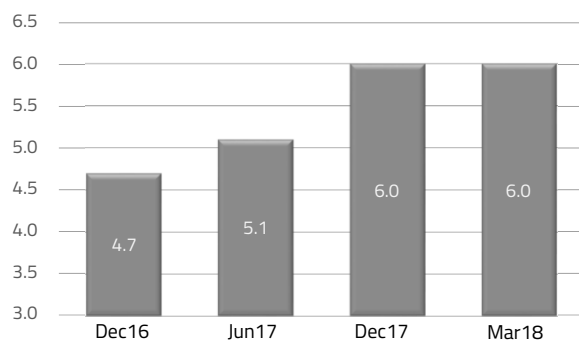


Accountability



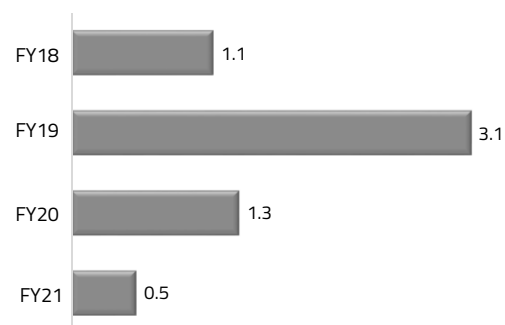
Backlog remains **strong**

36 month backlog (\$b)



Approximate timing of backlog (\$b)

Backlog as at 31 March 2018

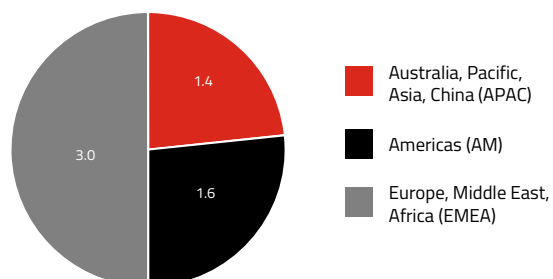


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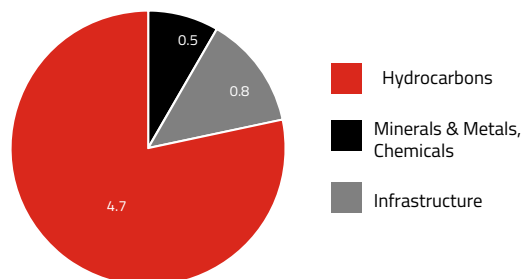
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Backlog remains **strong**

Backlog by region
as at 31 March 2018



Backlog by sector
as at 31 March 2018



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UK Integrated Solutions

Integration update

UK Integrated Solutions integration

Workstream		Progress	Achievements
Organization, Systems & Processes		✓	IT integration and global organizational alignment completed on schedule. Other system implementation on track
Synergy Realization	Cost	✓	Costs synergies exceeded and more expected.
	Revenue	✓	Significant joint pursuits underway
HSE		✓	WorleyParsons systems and reporting standards implemented
Working Capital		✓	Cash collection continues to exceed expectations
Strategy & Markets		✓	MMO Strategy approved by Board and implementation underway
Culture & People		✓	Transfer of staff into key roles in both directions continues

UK Integrated Solutions Acquisition

Delivering core services through well established customer relationships

The UK Integrated Solutions business is providing key differentiated services across the MMO market:

- The leading UK North Sea service provider for the growing step-out subsea tie-back market
- The leading large, complex brownfield and hook-up company in the North Sea
- Providing technology based solutions
- Positioning for pull-through



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UK Integrated Solutions

Supporting the future

Positioning for the upturn

- Taking local North Sea MMO experience to global customers and vice versa
- Globalizing key customer accounts & how we deliver to our customers
- Advisian and INTECSEA – providing early phase activities to position our wider MMO services
- On the back of existing locations developing global MMO hubs in key growth geographies
- Successfully leveraging customer relationships



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Summary

Business Metrics Update Summary

- Strong operating and financial metrics
- Systems and processes to ensure performance discipline and operating leverage
- Bid activity is increasing and we are winning our share
- UK acquisition is delivering results
- Dividend reinstated

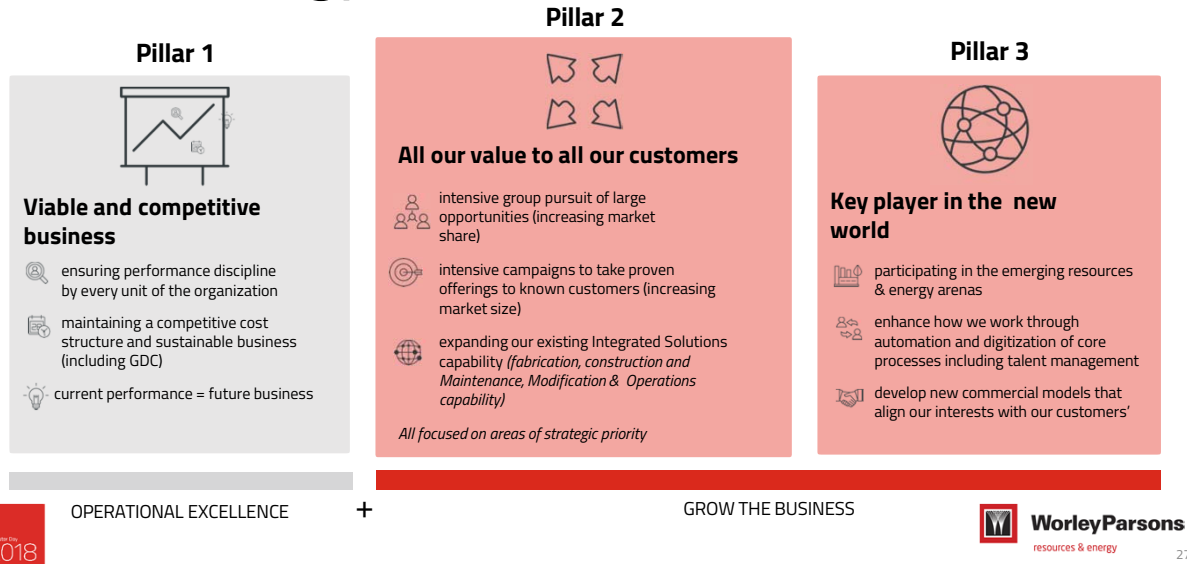


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Strategy and market update

Andrew Wood
CEO

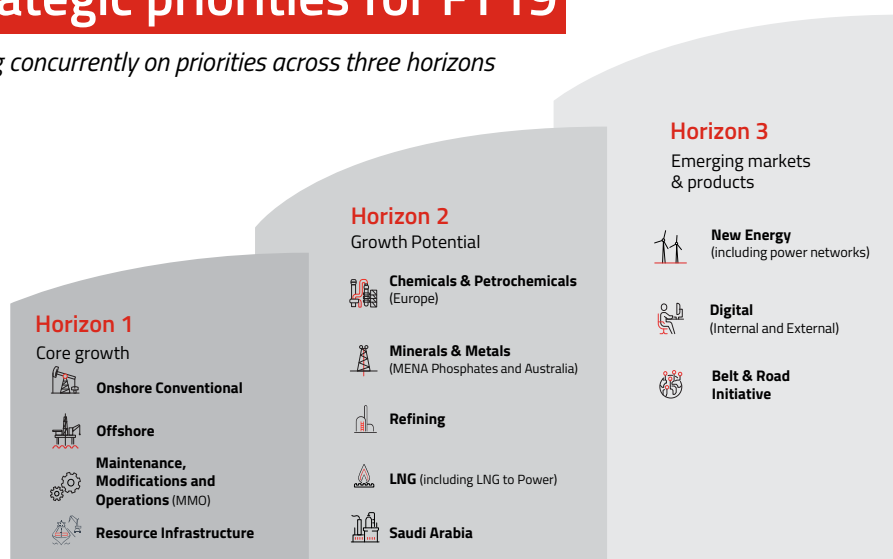
Refined strategy architecture



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Strategic priorities for FY19

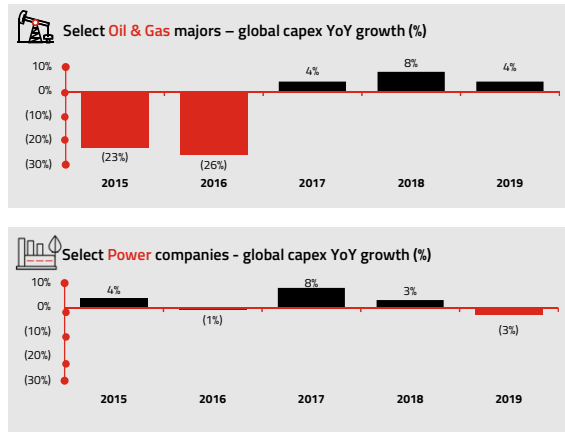
Acting concurrently on priorities across three horizons



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Strengthening customer capex budgets

Energy



- Trend continues to indicate increases in global hydrocarbons capex
- 2018 capex still >40% below 2013 peak

Source: FactSet as at 13 April 2018. - Broker consensus capex estimates for Anadarko Petroleum, BP, Canadian Natural Resources, Chevron, China Petroleum & Chemical, CNOOC, ConocoPhillips, Devon Energy, Eni, EOG Resources, ExxonMobil, Gazprom, Occidental Petroleum, Oil & Natural Gas Corp, PetroChina, Repsol, Rosneft, Royal Dutch Shell, Statoil, Suncor Energy, Surgutneftegas and Total.

- Growth in renewables offsetting steep declines in coal
- Significant local variations due to nature of industry

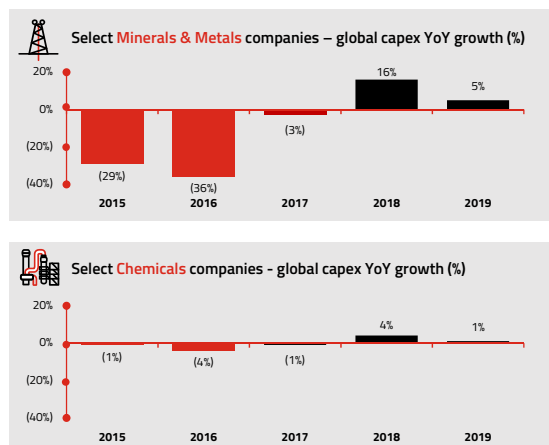
Source: FactSet as at 13 April 2018. Broker consensus capex estimates for multiple utilities including companies such as AGL Energy, Calpine Corporation, Duke Energy, Electricite de France, Engie, PPL Corporation, Public Service Enterprise Group and Southern Company.



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Strengthening customer capex budgets

Resources



- Minerals and metals continues to strengthen off a low base
- Growth focused on studies and brownfield projects
- 2018 capex still >60% below 2013 peaks

Source: FactSet as at 13 April 2018. Broker consensus capex estimates for ALROSA, Anglo American, BHP Billiton, Fortescue Metals, Freeport-McMoRan, Fresnillo, Glencore, Norilsk Nickel, Norsk Hydro, Rio Tinto, South32, Southern Copper Corporation and Vale.

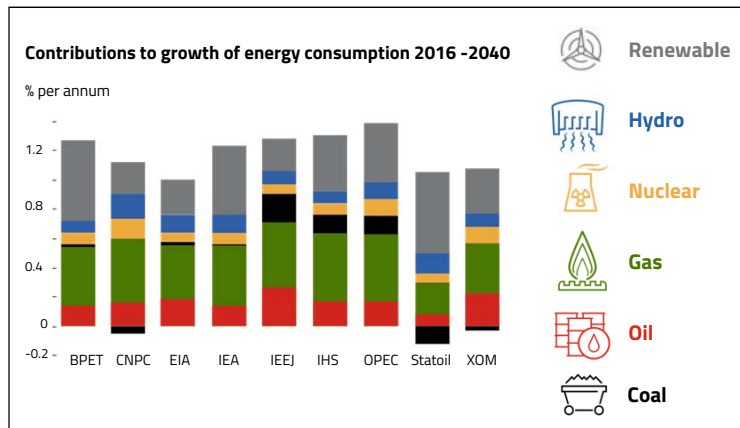
- Chemicals customers' capex has been more resilient
- Spending hotspots move between geographies and sub-sectors

Source: FactSet as at 13 April 2018. Broker consensus capex estimates for Arkema, BASF, Celanese, Chemours, Clariant, Dow Chemical Company, DuPont, Eastman Chemical Company, Evonik Industries, Lanxess, LyondellBasell Industries, Mitsui Chemicals, Sasol, Saudi Basic Industries, Shin-Etsu Chemical, Sinopec, Solvay and Sumitomo Chemical.



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Our core energy markets **remain attractive** into the future



Oil and gas are both forecast to grow to 2040 ... as will renewables.

BPET BP Evolving Transition
CNPC China National Petroleum Corporation
EIA US Energy Information Administration
IEA International Energy Agency
IEEJ Institute of Energy Economics, Japan
IHS IHS Energy
OPEC Organisation of the Petroleum Exporting Countries
Statoil Statoil ASA
XOM ExxonMobil

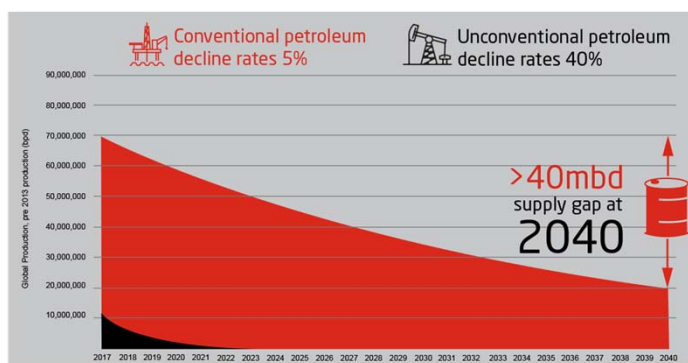


Source: BP 2018 Energy Outlook



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Worldwide oil production **depletion rates are increasing**



- Existing fields decline on an average 5-7% p.a., equivalent to around 4.5-6 mbd of lost production every year
- By 2040 the world needs to replace over four times the current crude oil output of Saudi Arabia (>40mbd), just to keep output flat



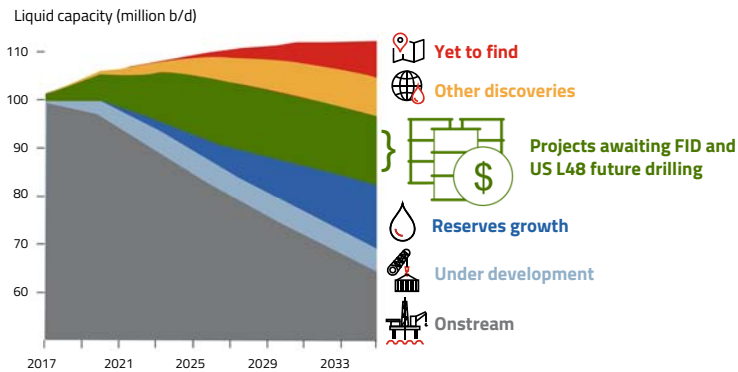
Source: IEA World Energy Outlook 2016, HSBC Peak Oil Reps



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Growing supply gap in oil

Global liquids capacity by development status



- Projects awaiting Final Investment Decision (FID) are needed to fill a supply gap
- Supply gap created by:
 - field declines
 - demand growth



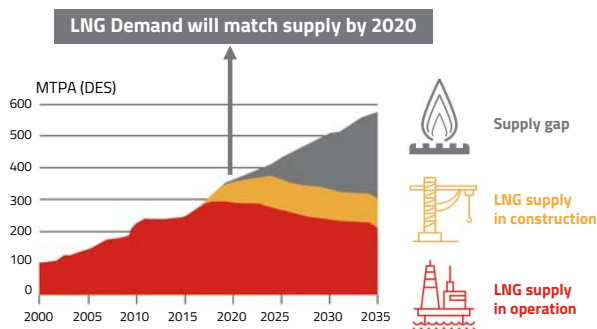
Source: Wood Mackenzie, Global Oil Cost Curves and Pre-FID Breakevens, March 6 2018



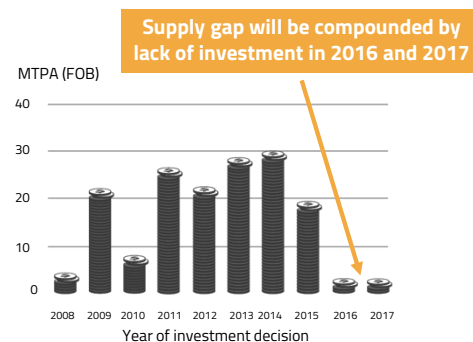
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Growing supply gap in oil and in gas

Emerging LNG supply-demand gap



Investment in liquefaction capacity

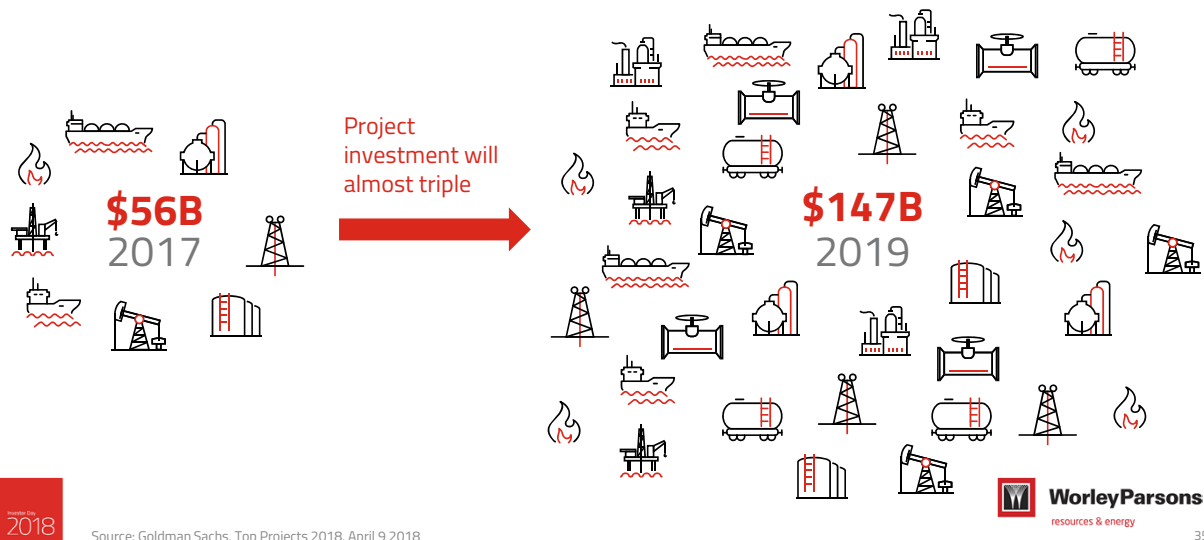


Source: Shell 2018 LNG Outlook



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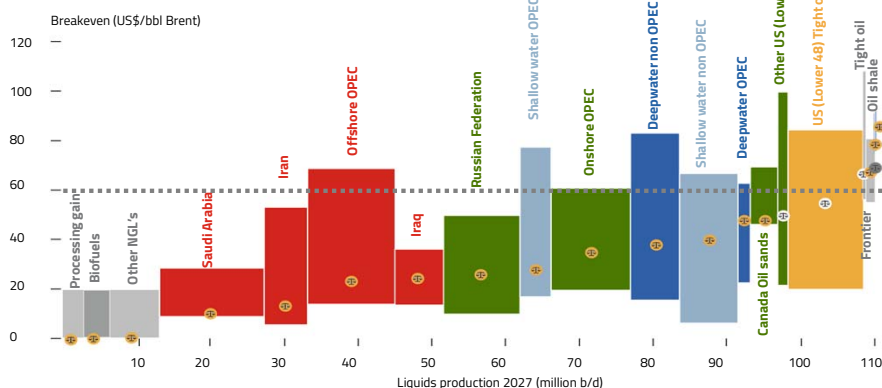
Supply gaps will contribute to **project uptick**



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US shale now expensive relative to others

Global liquid production in 2027, by breakeven



- OPEC dominate the low end of the cost curve
- US L48 will be one of most expensive sources of supply
- Offshore in play

2018



Weighted average based on production in 2027

Source: Wood Mackenzie, Global Oil Cost Curves and Pre-FID Breakevens, March 6 2018



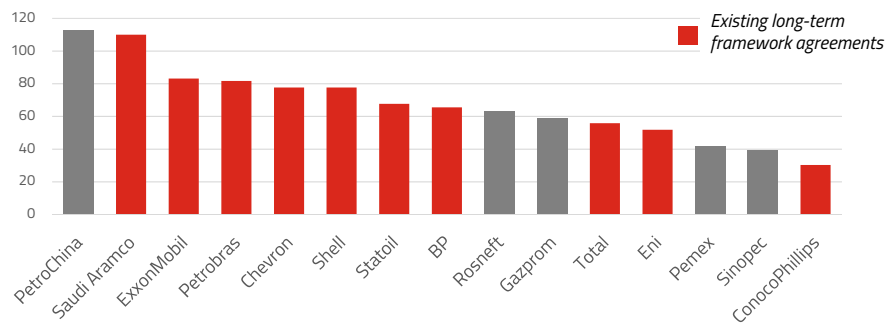
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Our customers are **leading expenditure**

Top Spending Operators at USD60/boe

Upstream CAPEX and OPEX (purchases) 2018-2021 (USDm)



- Existing long term service agreements with 10 of the top 15 global operators
- Strategic focus on National Oil Companies (NOCs) increasingly important

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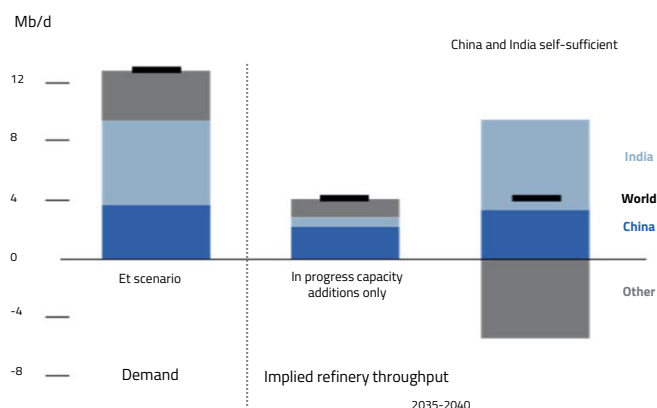
Source: Rystad D-Cube

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Market changes are creating **refining opportunities**

Refining throughput and demand growth 2016-2040



- Liquids mix is changing
- New capacity expected in key geographies, including China and India
- Reconfiguration of existing refineries driven by:
 - Increasing volumes of lighter feedstock from shale
 - clean fuels and IMO regulations
 - reduced volumes of diesel and gasoline
- Decommissioning and remediation of assets

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Source: BP Energy Outlook 2018

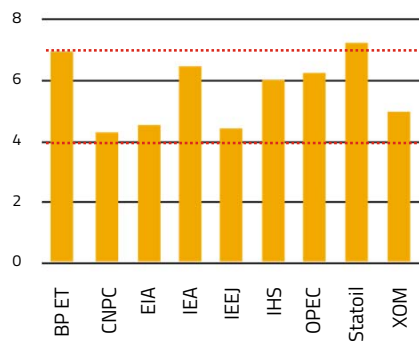
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Renewables will grow **greater than 4% p.a.**

Renewables growth 2016 - 2040

% per annum



All sources forecast between

4-7%

annual growth in renewables



Source: BP Energy Outlook 2018

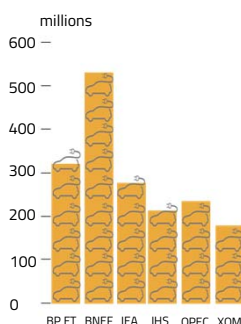


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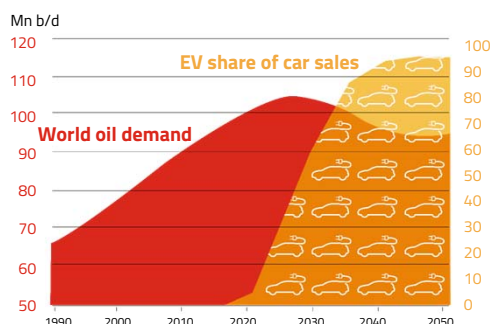
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Electric vehicles still not seen as a **game changer**

Electric Vehicles in 2040



Global oil demand and electric vehicles (base case)



- Wide variance in Electric Vehicle (EV) forecasts
- Even with 95% of car sales being EVs in 2050, global demand for oil still 97mbpd



Source: BP Energy Outlook 2018

Source: IEA, BofA Merrill Lynch Global Research Estimates

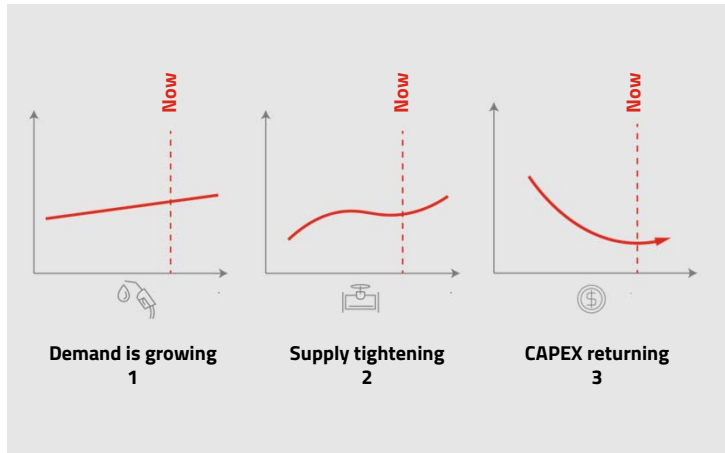


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Summary

- Oil and Gas demand is growing
- Supply is tightening
- Customers have returned to financial health
- CAPEX returning – upstream and downstream
- The Global Energy Transition will provide new opportunities
- We are well positioned for future growth with
 - the right capability
 - in the right places



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We help our customers
meet the **world's**
changing resources and
energy needs

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Q&A



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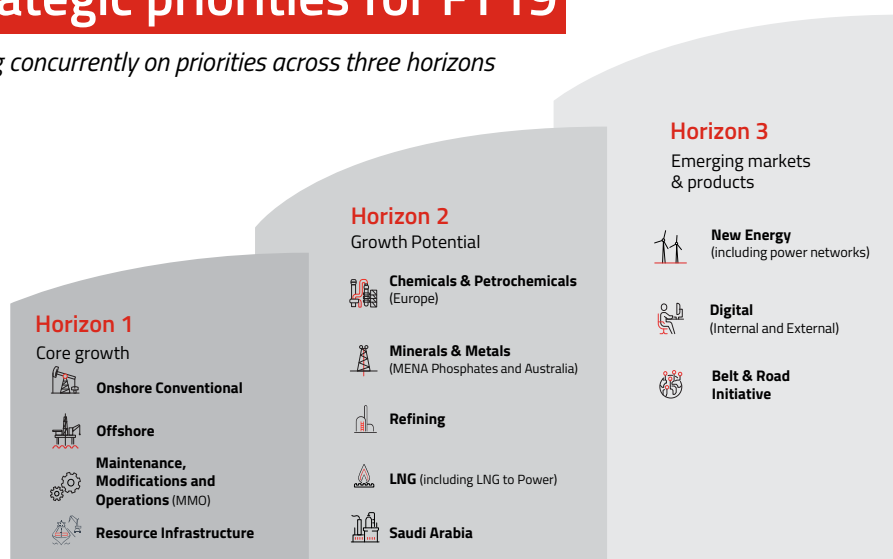
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Strategy in action



Strategic priorities for FY19

Acting concurrently on priorities across three horizons



Strategy in action



Geeta Thakorlal
President
INTECSEA

Offshore Oil & Gas



Chris Gill
Global Director
Chemicals

Chemicals, Europe



Chris Ashton
Group Managing Director
Major Projects & Integrated Solutions

Integrated Solutions



Tony Frencham
Group Managing Director
Power & New Energy

New Energy



Adrian Smith
Group Managing Director
Advisian

Minerals & Metals



Brad Andrews
Group Managing Director
Digital

Digital



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Offshore Oil & Gas

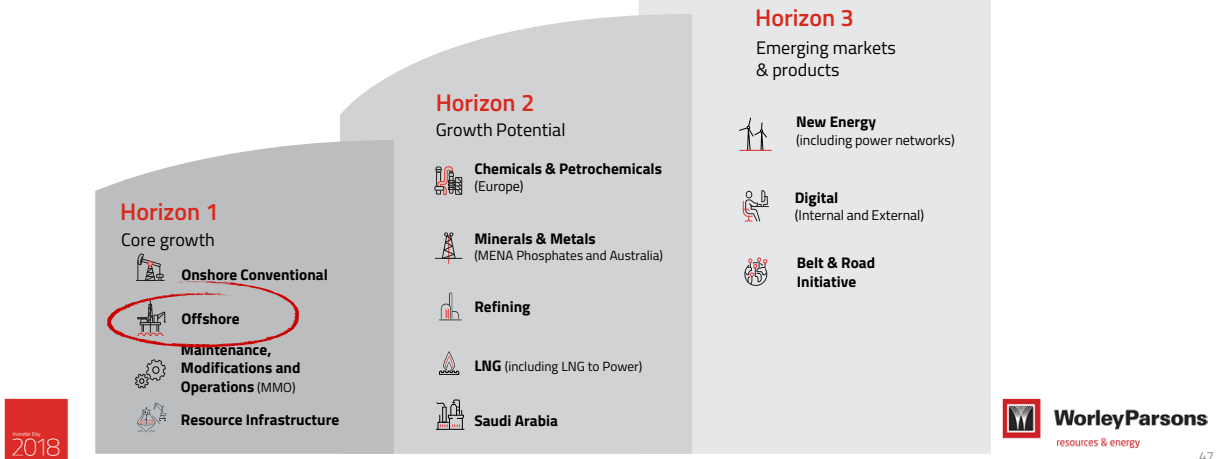
Geeta Thakorlal
President, INTECSEA



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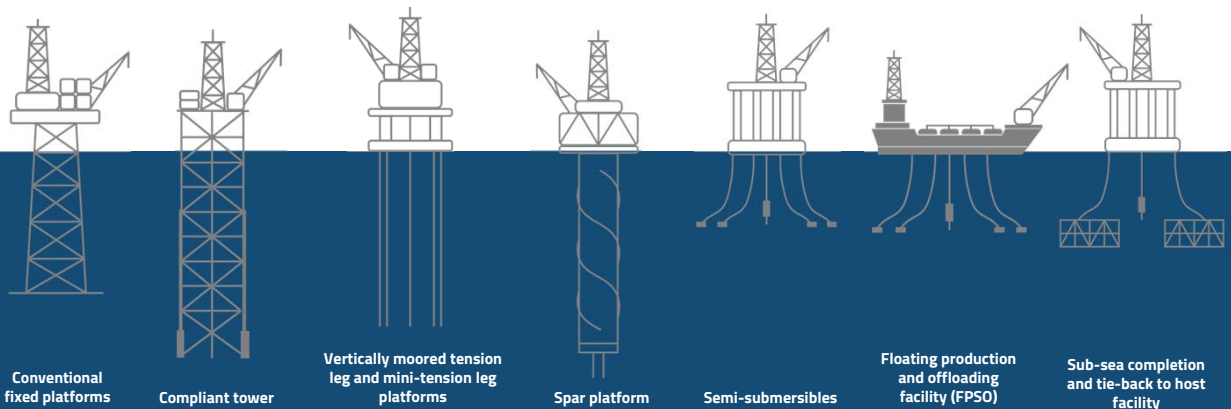
Strategic priorities for FY19

Acting concurrently on priorities across three horizons

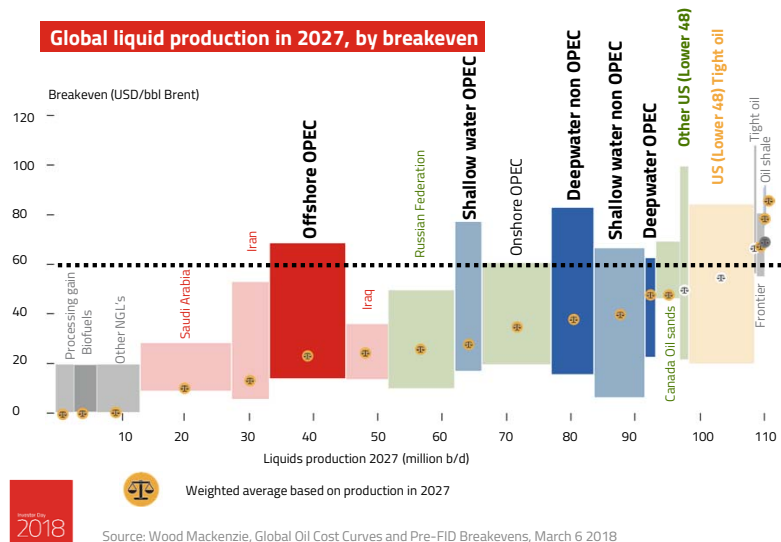


Better. Deeper. More efficient.

Offshore evolution has driven our continued focus on technology & innovation to bring value to clients



Offshore developments are cost competitive



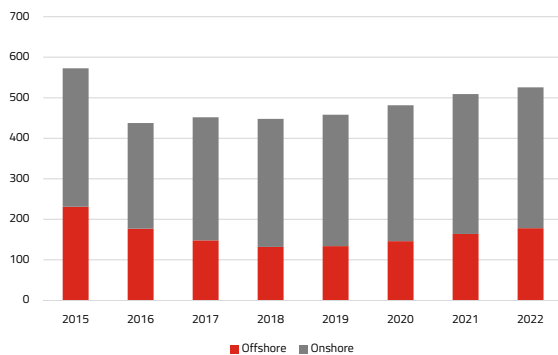
40% lower costs than in 2014 for discovery and development of offshore projects

Deepwater reserves economic at USD60/bbl
2.1 million barrels

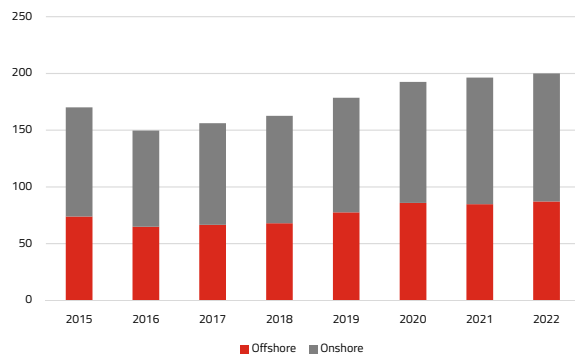
Ultra-Deepwater reserves economic at USD60/bbl
>10 billion barrels

Offshore is fundamental to the energy mix...

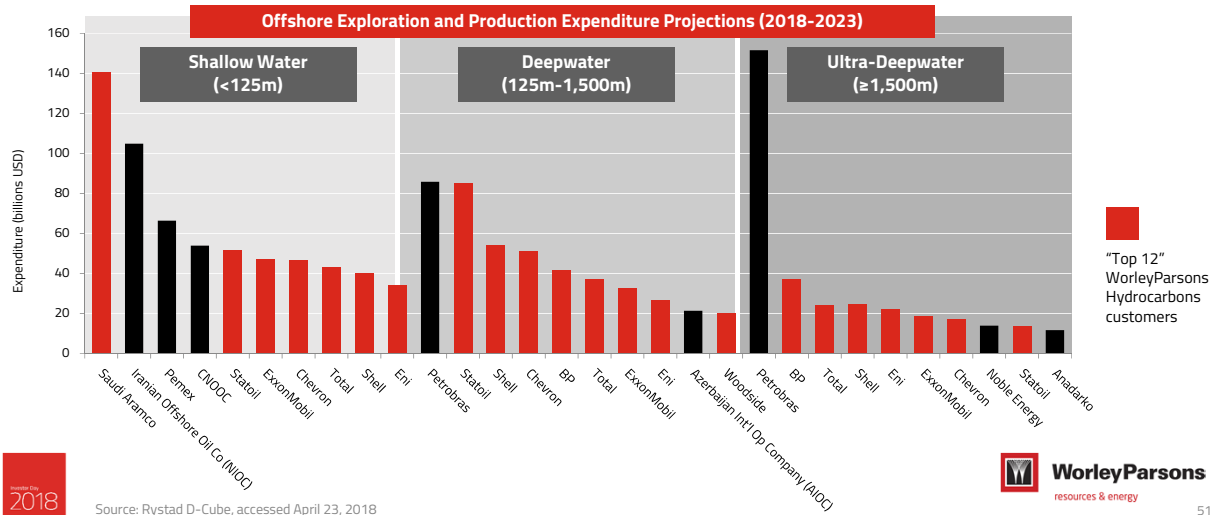
**Forecast Upstream CAPEX at USD60/boe
(Operator purchases only)**



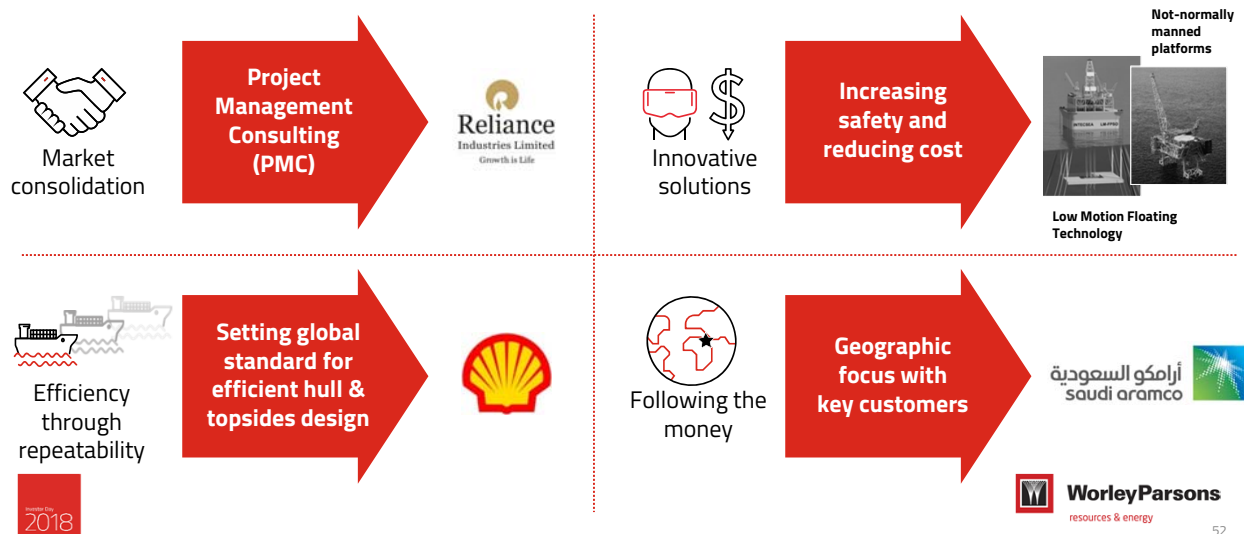
**Forecast Upstream OPEX at USD60/boe
(Operator purchases only)**



...and important to our key customers' portfolios

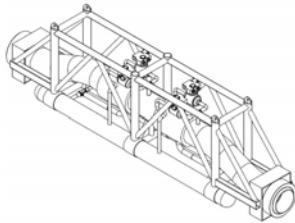


Positioned to capture greenfield CAPEX growth



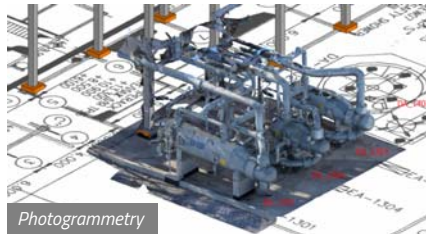
Positioned to capture **brownfield CAPEX** growth

Pseudo Dry Gas



2x+ tieback **distance** for deepwater stranded gas reserves

Digital solutions



Efficiencies gained through technology & innovation that **reduce costs and time** for our customers

Enduring customers



Our **track record and performance** shown by our recurring **relationships**

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Summary

- No one market or hydrocarbons subsector can deliver the demand growth
- Offshore oil & gas will play a big part in the recovery
- Offshore oil and gas market is competitive to our customers
- WorleyParsons is positioned to capture CAPEX and OPEX spend across all basins through our deep domain expertise, global footprint and a combination of innovative technical solutions with emerging digital technology



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Integrated Solutions

Chris Ashton

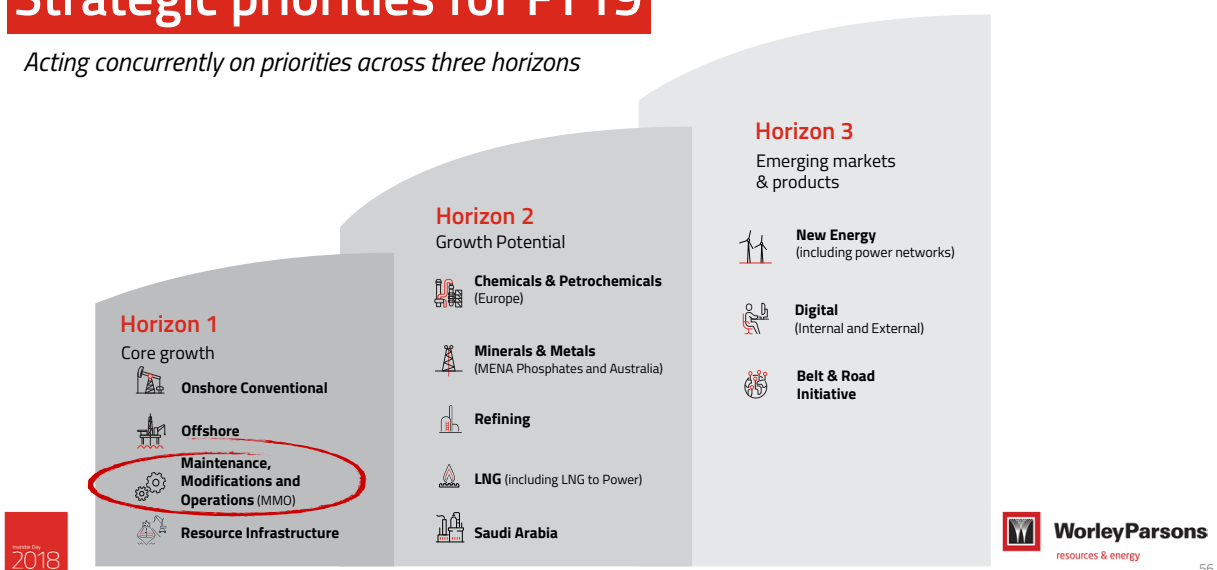
Group Managing Director, Major Projects and Integrated Solutions



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Strategic priorities for FY19

Acting concurrently on priorities across three horizons



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Beautiful home



Not so beautiful home



Integrated Solutions = Our MMO market offering



Operations Planning
Maintenance strategies




Maintenance



Modifications &
Brownfield Projects



Operations



Hook up and
Commissioning (HUC)



Late Life into
Decommissioning



Turn Arouns (TAR)

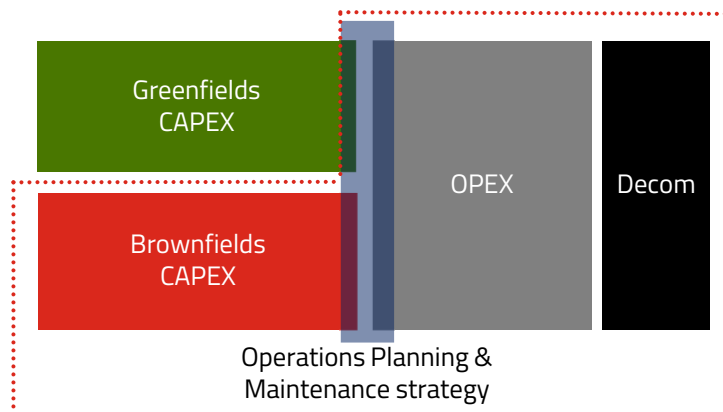
Integrated Solutions' strategy:
Provide world class MMO services globally

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Breadth of MMO market expenditure

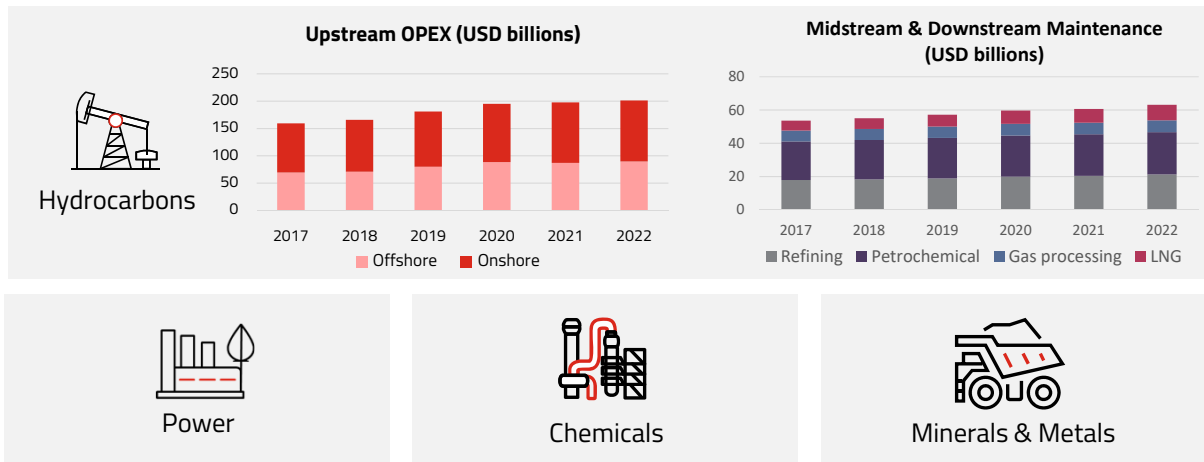


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MMO markets are large and growing



January 2018

Sources: Rystad D-cube, Douglas Westwood World Downstream Maintenance Market Forecast, International Energy Agency, GlobalData, WorleyParsons Analysis, PWC Global Mine 2017

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We are differentiated in the MMO market



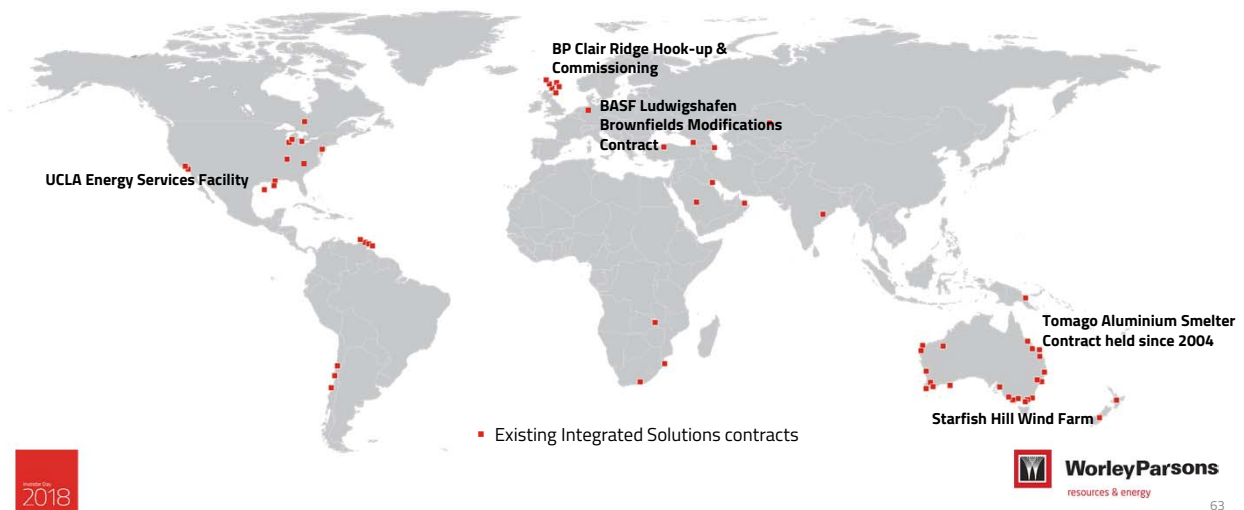
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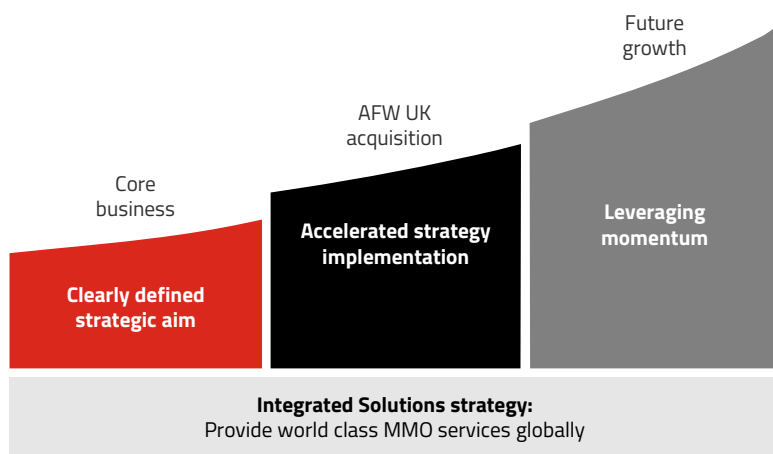
62

Integrated Solutions contract portfolio is strong

Contract examples



MMO market penetration strategy = successful



Six strategic growth themes

1. Deepen current customer relationships
2. Differentiate our large scale complex brownfields projects market offering
3. Target full scope EPC opportunities in modifications space
4. Expand O&M services globally
5. Penetrate life extension market
6. Specialised market offerings

Integrated Solutions strategy in action



Recent win BP Oman EPC

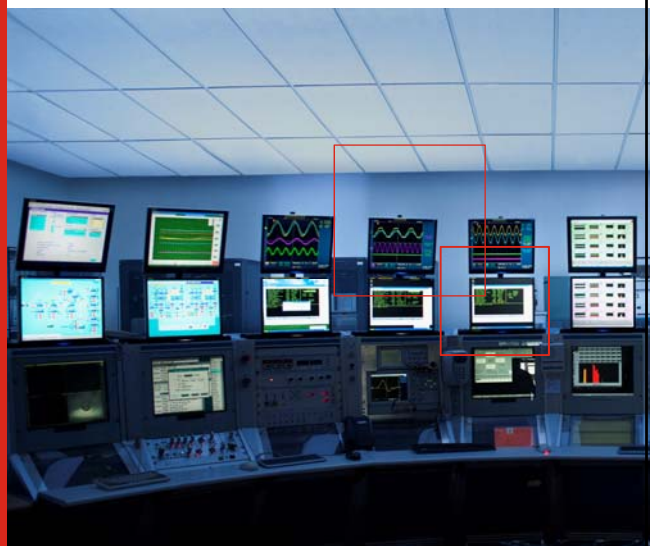
- 5 year contract
- Provide engineering, procurement and construction services for modification and sustaining capital works at the Khazzan facility in Oman
- Led from WorleyParsons' Oman office



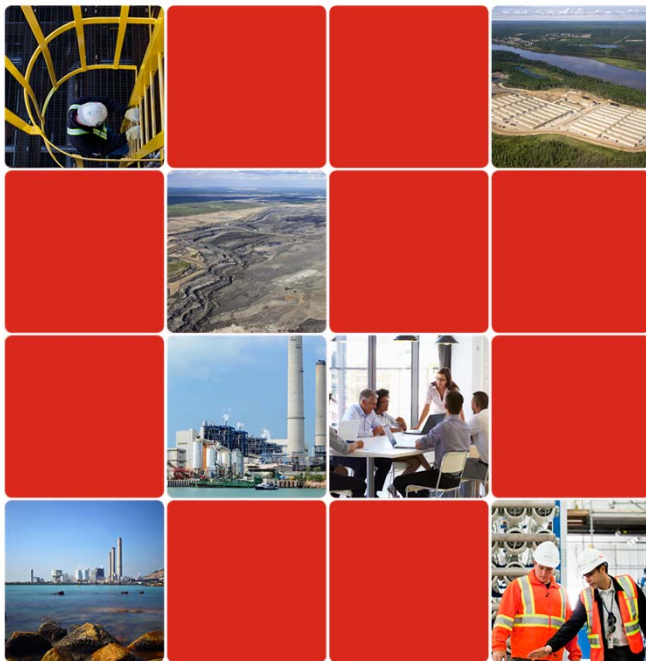
65

Summary

- Deep domain knowledge across all sectors and geographies
- Strong customer relationships
- Growing market – more facilities and older facilities
- Low risk, long term contracts – stable revenue stream
- Differentiated offering – delivering complex brownfield solutions that de-risk client investment



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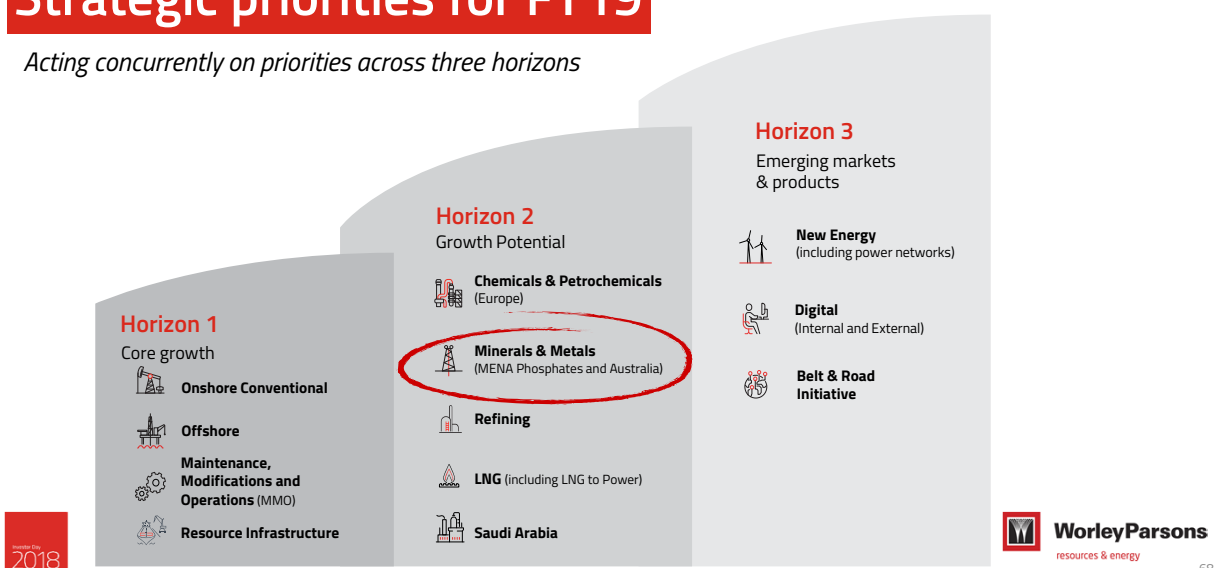
Minerals & Metals

Adrian Smith

Group Managing Director, Advisian

Strategic priorities for FY19

Acting concurrently on priorities across three horizons



Global Mining & Metals industry

Return to investment

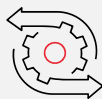
1 Stronger financial positions

- Miners returning to profitability
- Excess cash emerging
- Uptick in exploration and front-end activity



2 Sustaining capital focus continues

- Sustaining capital continues to dominate overall CAPEX
- Miners spending to maintain production market share



3 Start of commodity cycle

- Drawdown of inventories with supply-demand balance improving
- Positive long-term outlook for most commodities
- Commodities are beginning their growth cycle



4 Return of CAPEX

- CAPEX outlook increasing
- Expansionary and development capex on the rise
- Disciplined approach to future spend



January 2018

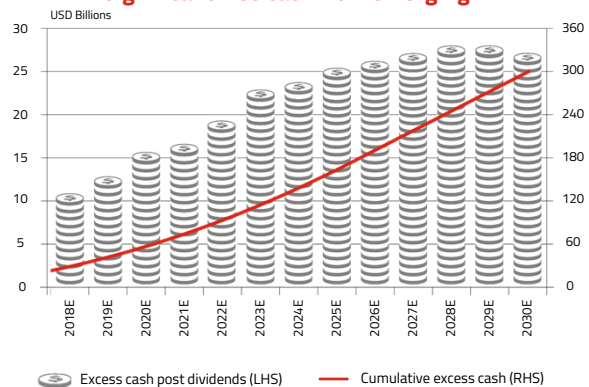
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Stronger financial positions

- Customers returning to profitability driven by stronger commodity prices & demand
- Emerging availability of cash
- 20% increase in mineral exploration spending

Significant free cash flow emerging



January 2018

Source: Company Reports and Citi Research Estimates Anglo American, BHP, Glencore & Rio Tinto

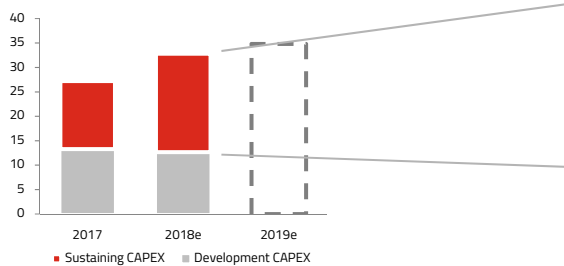
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Sustaining capital focus continues

- Sustaining capital continues to represent the bulk of CAPEX increase
- Expected to grow as miners seek to retain market share

Capital Expenditure (billions USD)



~60%
of WorleyParsons
M&M revenue is
generated from
sustaining capital
projects



*CAPEX for 13 of the top global miners
(includes: Anglo American, Vale, BHP, Rio Tinto, Fortescue Metals Group,
Alosa, Freeport, Fresnillo, Glencore, Nor Nickel, Hydro, South 32, Southern Copper)



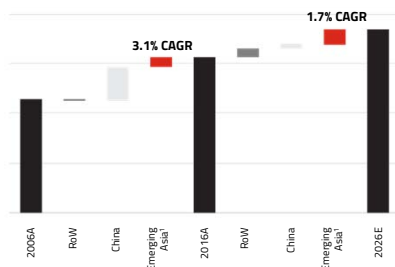
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Start of commodity growth cycle

Iron Ore

Strong long-term fundamentals with growth in demand from emerging Asia
Australian mines are cost competitive

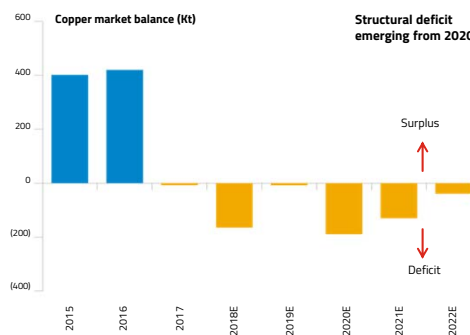
Global finished steel demand growth breakdown
(million tonnes finished steel)



Source: Platts; Worldsteel; BHP Analysis.
Emerging Asia includes India, ASEAN and other south Asian countries.

Copper

Structural deficit emerging from 2020
Major capital investment needed over the next 10 years to meet supply gap



Source: Newmont, Investor Presentation, May 2018

Phosphates

Production to increase from Morocco and Saudi Arabia, two core countries of our growth strategy

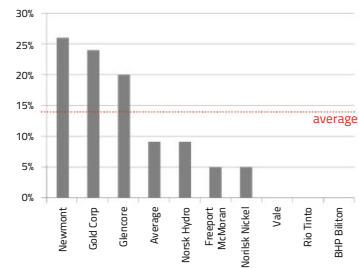


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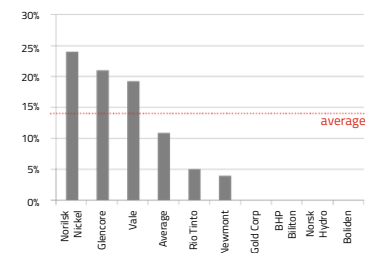
Return of CAPEX

- Outlook for customer capex continues to strengthen underpinned by improved market sentiment
- 2018 and 2019 CAPEX revisions recently upgraded
- Disciplined approach to spending
- Diverse customer base across geographies

Change to 2018 CAPEX Guide



Change to 2019 CAPEX Guide



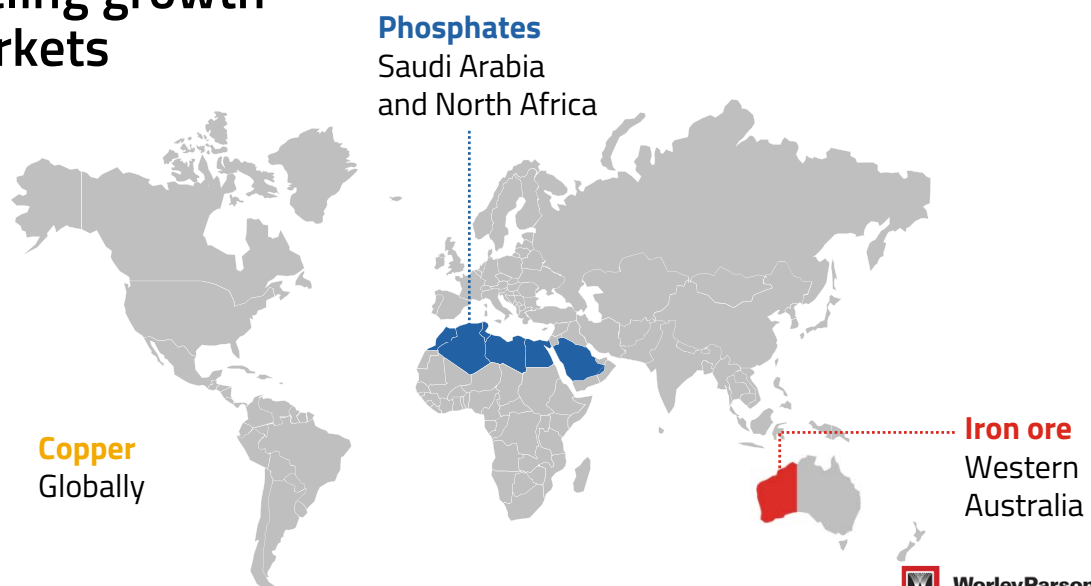
Source: Broker consensus capex estimates for ALROSA, Anglo American, BHP Billiton, Fortescue Metals, Freeport - McMoRan, Fresnillo, Glencore, Norisk Nickel, Norisk Hydro, Rio Tinto, South32, Southern Copper Corporation and Vale



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Circling growth markets

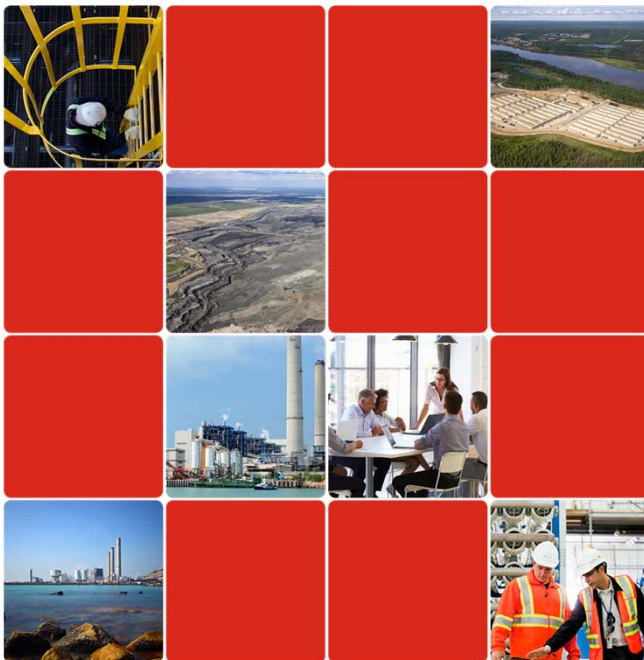


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Summary

- Stronger financial positions
- Sustaining capex continues
- Start of commodity growth cycle
- Return of CAPEX
- Circling growth markets underpinned by strong outlook



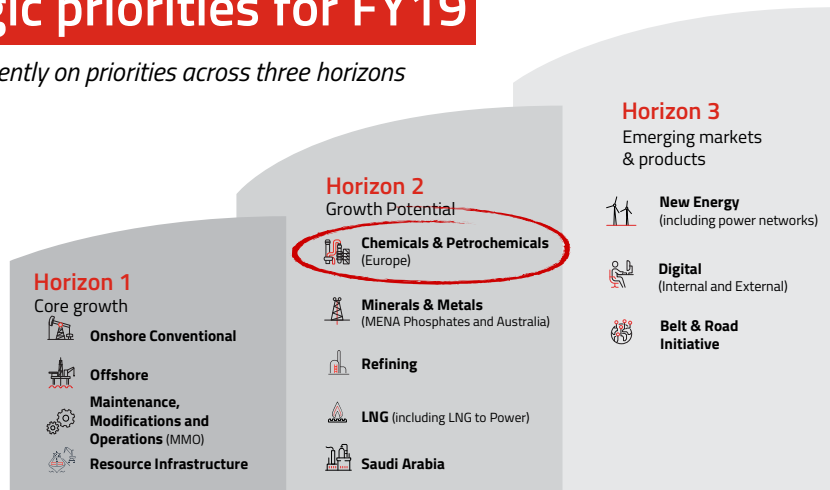
Chemicals and Petrochemicals in Europe

Chris Gill

Global Director, Chemicals

Strategic priorities for FY19

Acting concurrently on priorities across three horizons



2018

WorleyParsons
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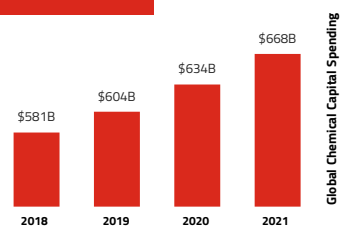
Global chemical industry "sustained growth"

Key megatrends driving growth...

Increasing urbanization

Globalization

**Sustainability
Food security**



\$5.3T

Global chemicals sales in 2017



\$8.7T

Global chemicals sales in 2030



\$576B

Global chemical industry capital investment 2017



15.8%

Europe of total global chemical industry capital investment 2016

2018

Source: Oxford Economics, Cefic Facts & Figures 2017 of the European Chemical Industry, EY Chemicals Trends Analyzer June 2017, American Chemistry Council, 2017 Year-End Chemical Industry Situation and Outlook

Data provided in AUD.

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Key global customers headquartered in Europe

40

of the world's 100 largest chemical producers are headquartered in Europe



chemical industry is one of Europe's largest industrial sectors

\$70B

capital expenditure of Europe headquartered companies, 2016



Givaudan



WorleyParsons
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Sources: Cefic, Eurostat data

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European chemical industry in good shape

Recent European industry activity

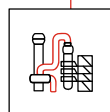
1. INEOS plans world-scale PDH plant in Antwerp and Ethylene cracker upgrades in Scotland and Norway; \$2B investment
2. LyondellBasell investigating significant Polypropylene expansion in Europe;
3. Evonik plans new Polyamide complex in Germany; \$600m investment
4. Borealis announces world-scale PDH plant in Belgium (targeted annual production capacity of 740 kilotons)

50% BASF investing of their CAPEX in Europe over next 5 years

3rd largest chemical producing country in the world - Germany

5 number of quarters that chemical business confidence has increased in Europe

Source: Cefic



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Chemical acquisition in Europe **enhanced range of services**

A milestone in the company's global strategy to better meet the needs of chemical and petrochemical customers in Europe



80+

single team of chemical industry professionals in Germany



2

offices in Ludwigshafen and Schwarzheide, Germany



services

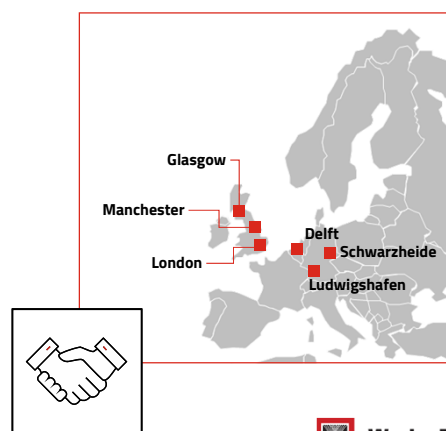
include feasibility studies, concept development, engineering, project and construction management



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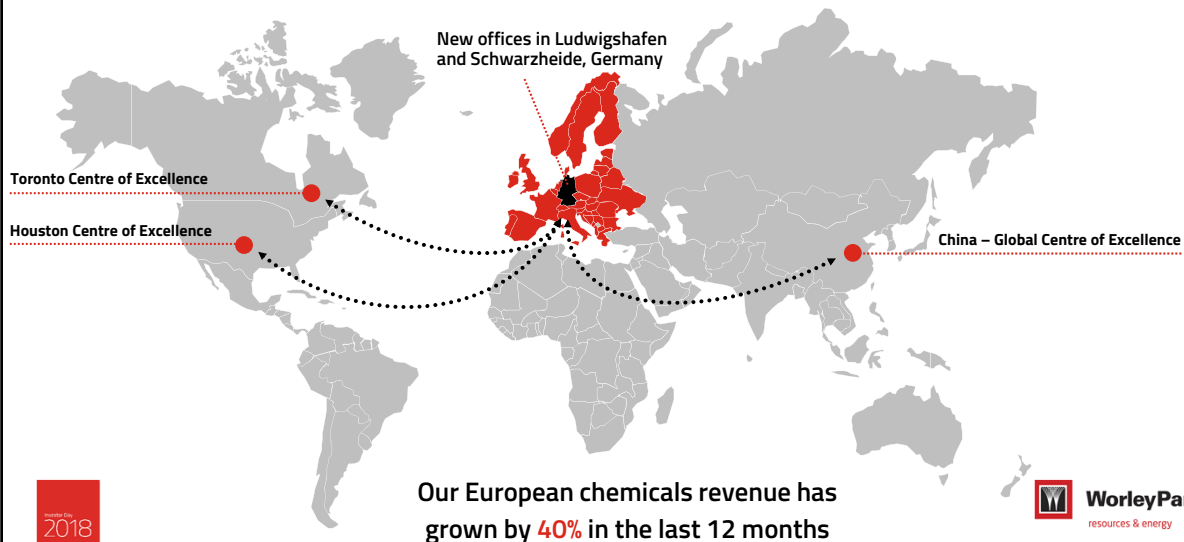
Expanding our regional presence in Europe for **better customer care**

- Large capital projects interface office to execute projects launched from Europe
- Brownfield services in major chemical clusters
 - Ludwigshafen
 - Cologne area
 - Antwerp



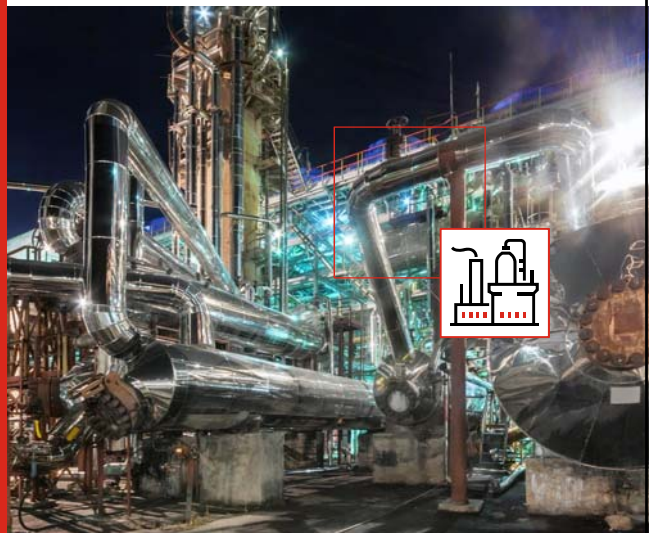
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Europe critical piece in the global network



Summary

- Healthy chemicals market
- Connecting our business globally
- Customers increasingly global in nature
- Significant headroom for growth





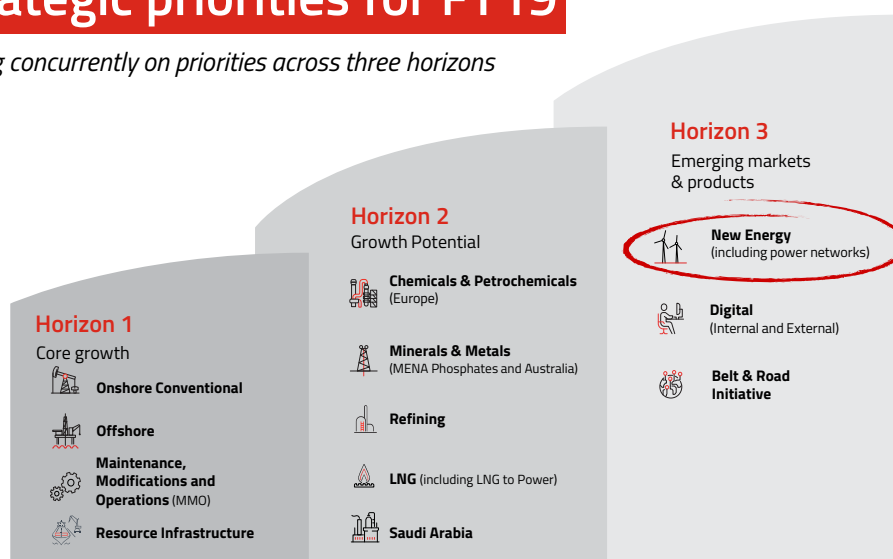
New Energy

Tony Frencham

Group Managing Director, Power & New Energy

Strategic priorities for FY19

Acting concurrently on priorities across three horizons



Fossil Power...



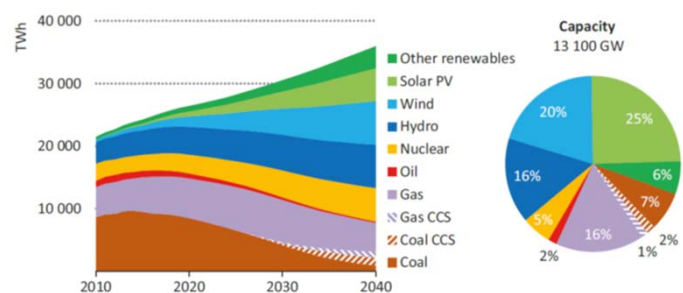
...meets the Global Energy Transition...





The Global Energy Transition

- We are moving through the inflexion point
- Peak fossil power is 2018
- \$700B annual investment spend in the coming decade for power generation and power networks
- Gas will play a key role in the retirement of coal and the bridging to renewables



WorleyParsons is well positioned



A long history in all forms of energy generation:

- Fossil Power
- Nuclear Power
- New Energy (geothermal; hydro; solar; wind)



Energy management:

- Storage (batteries; compressed gas; hydro; hydrogen)
- Smart Energy (digital; distributed energy; microgrids)

And energy delivery:

- Transmission and distribution



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WorleyParsons is well positioned (cont.)

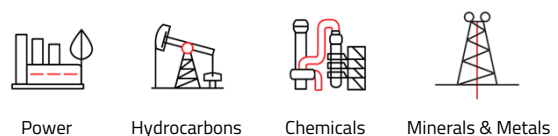
Participating across the project value chain:

- Consulting (Advisian)
- Delivery (Services)
- Operation (Integrated Solutions)



And wherever energy is:

- The revolution in Power
- The transition in Hydrocarbons
- The impact on Chemicals and Mining

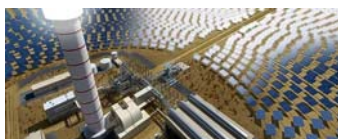


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Our New Energy priorities



Strategic New Energy markets



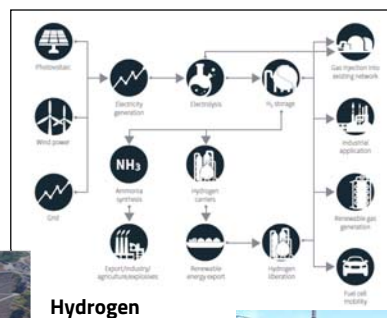
Solar Thermal



Batteries



Hydro Power



Hydrogen



Hybrid Systems



Offshore Wind

Key recent New Energy announcements

- USAid Power Africa project
- Madeira River Hydro
- Mining Re-Power project
- China Solar Thermal
- South Australia Hydrogen
- Harvard Energy Microgrid
- ESCRI Battery Energy Storage



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Summary

- Global Energy Transition is here
- WorleyParsons well positioned
- Clear New Energy priorities
- Strategic markets identified
- Winning with our customers



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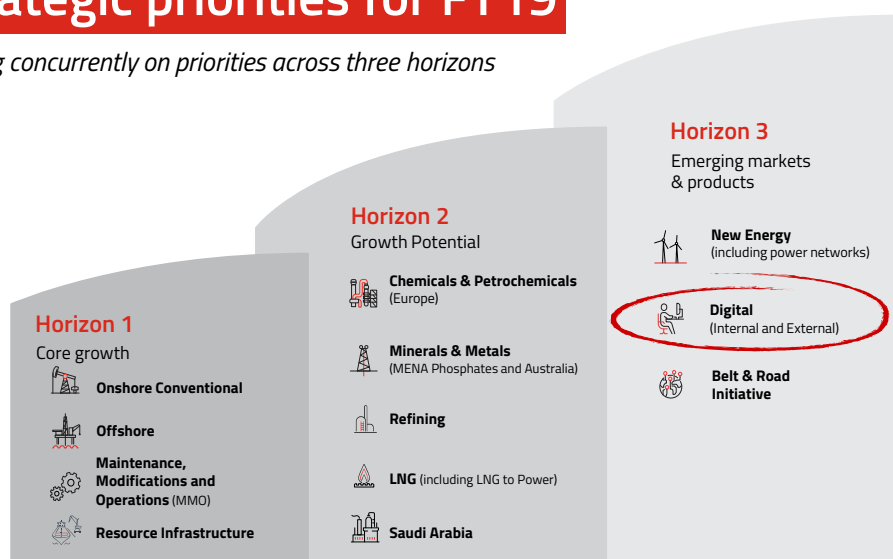
Digital

Bradley Andrews

Group Managing Director, Digital

Strategic priorities for FY19

Acting concurrently on priorities across three horizons



WorleyParsons recently **conducted a large survey** of industry and technology leaders/influencers, asking the following central question...

*What is the future of the project delivery process?
How will disruptive technologies including digitization,
advanced analytics, intelligent process automation
and artificial intelligence come together to shape our
industry, and the industries we serve?*



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Expansive and divergent survey

Over 500 interviews of industry leaders:

- +110** C-Suite personnel
- +150** Senior Managers / Executives
- +30** Fortune 500 companies
- +85** Start-up companies
- 26** Different countries
- 110** Different cities



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Emerging **patterns** or **forces**

Intent and velocity pathways



The intent and velocity of digitalization is universally agreed, the pathways are not.

Who leads regulatory risk?



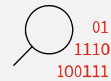
Industry and Government are looking to each other to lead the regulatory environment around emerging technology. Investors are pricing in that risk.

Future Talent development



Universities are losing relevance on the development of future talent. Industry has not responded.

The sacrifice of automation



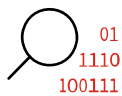
Cybersecurity (IT) to Cyberprotection (OT) separation is causing companies to sacrifice automation for security.

Competitive advantage is culture



Multi-nationals are considered to have competitive advantage in the digital future and simultaneously at a competitive disadvantage.

Digital Ecosystem



Using the premise that the market will out innovate an individual and that industrial domain knowledge is key to finding a fit-for-purpose solution....

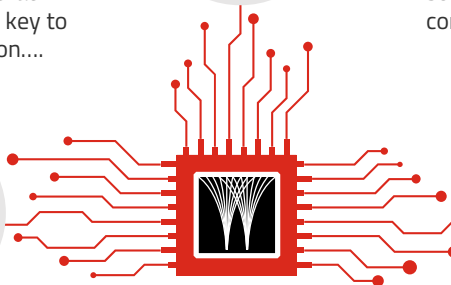
Customers



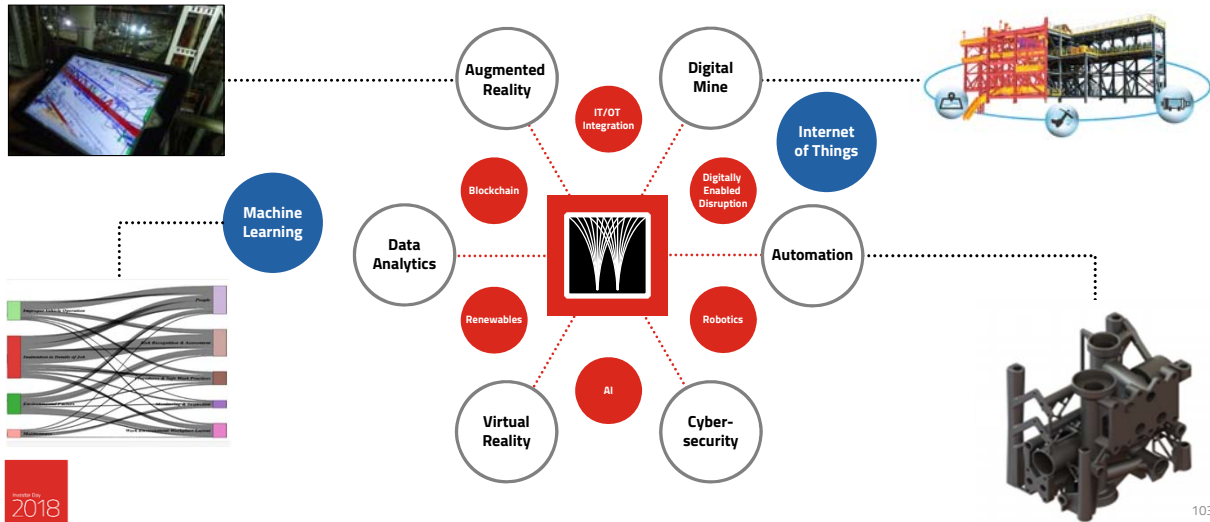
....we connect known problems to known solutions faster than any individual component.

Partners

People

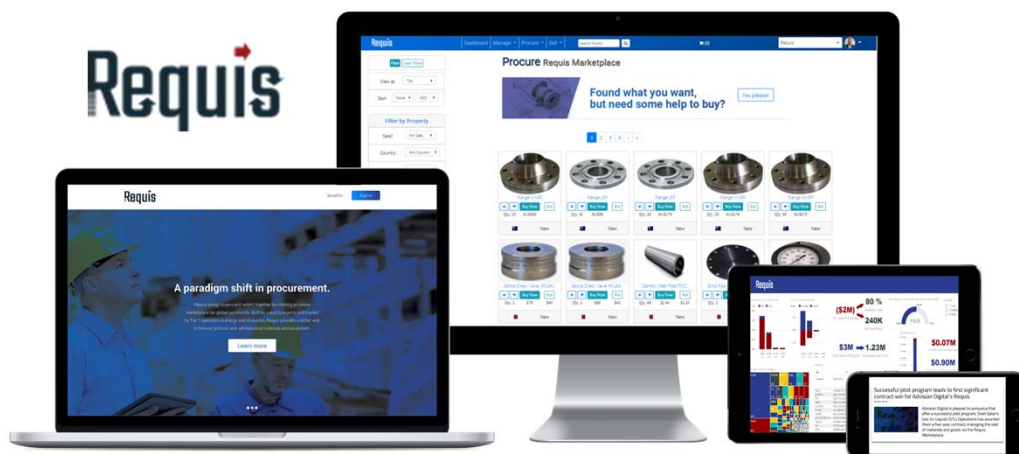


External **connection** to internal projects



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Internal **connection** to industrial marketplace



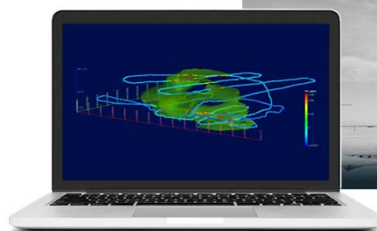
2018


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External **connection** to global industry problem

Bringing fugitive emissions under control using drones, artificial intelligence and data science.



Fugitive gas detection - methane mapping system captures detailed methane and CO₂ concentrations down to parts per billion. Flight path (light blue) and methane plume (green) as shown.



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Summary

- Leverage automation to reduce business and project costs
- Differentiate offering with a digital technology and automation
- Growth achieved in digital product portfolio across Launch, Scale and Standardize phases



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resources & energy

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We help our customers
meet the **world's**
changing resources and
energy needs

Investor Day 2018

Q&A



Investor Day

2018

Closing remarks

Andrew Wood

CEO

Concluding remarks

**Demand for energy
and resources
continues to
increase.**

**Investment will
follow.**

- The financial position of our customers has improved and the focus is shifting to growth
- Consumption of energy and resources has continued to grow, while investment in supply has not even kept pace with natural current field/mine decline
- Our customers are indicating returns to capex growth to offset natural decline and meet increasing demand
- WorleyParsons has robust operational and financial foundations with a clear strategy for growth





Andrew Wood: Chief Executive Officer

Andrew was appointed as Chief Executive Officer effective 23 October 2012. With a tenure of 23 years with WorleyParsons and over 35 years' experience in the resources and energy industry, Andrew has extensive knowledge across the Group. His previous roles include Group Managing Director – Finance/CFO responsible for Group-wide direction and support to the business functions of finance, information management, internal procurement and communications, legal and risk; Managing Director for the Australia/New Zealand region; and Managing Director of Mergers and Acquisitions, overseeing 15 business acquisitions including Parsons E&C Corporation in November 2004 and The Colt Group in March 2007. He was also responsible for the Group's early expansion into Thailand and the Middle East, Canada and Chile in his capacity as Managing Director for International Operations. Andrew holds a Bachelor of Engineering and graduate diplomas in Financial Management and Labour Management Relations. He is also a Fellow of the Institution of Engineers, Australia. Andrew does not serve on the boards of any other public companies.



Tom Honan: Group Managing Director – Finance / CFO

Joining WorleyParsons on 1 December 2015, Tom is accountable for finance, information management, assurance, development, communications and investor relations. Tom brings his leadership in driving transformational change, his ability to create shareholder value and his experience in the management of complex major systems replacements to his role at WorleyParsons. Most recently Tom was CFO of Federation Centres (2013 – 2015), Transurban (2008 – 2012) and Computershare (2002 – 2008). He has an MBA from Melbourne Business School and an Economics degree from Monash University.



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Geeta Thakorlal: President, INTECSEA

Geeta leads the global INTECSEA business, the group's specialist subsea, pipelines and floating systems business. Geeta joined WorleyParsons in 2011, and has over 25 years of management and professional services experience, the last 20 years of which have been in the international oil and gas sector, predominantly in upstream for greenfield and brownfield offshore and onshore projects on five continents.

Geeta has in-depth knowledge of leading businesses in a variety of roles and situations, spanning strategy, technical, commercial, and operational experience. Geeta augments her commercial and technical experience with proven leadership and management skills across teams of multiple cultures. Geeta has received industry recognition for Outstanding Women in Resources and Energy and Female Champion of Change in Australia and USA (Houston). Geeta earned a Bachelor of Engineering degree in chemical and materials engineering from the University of Auckland. She is a Fellow of the Institute of Chemical Engineers and a Fellow of the Institution of Engineers Australia.



Chris Ashton: Group Managing Director, Major Projects and Integrated Solutions

Chris is accountable for the growth and performance of the Major Projects and Integrated Solutions portfolio across the organisation which includes our fabrication businesses, WorleyParsonsCord and WorleyParsons Rosenberg, and our Global Delivery Center. Chris held a number of senior operational, sales and strategy roles, working in Europe, Middle East, Africa and the US prior to taking on his current role. A results driven leader focused on developing high performance teams, his experience brings together strong commercial and financial acumen with general business leadership combined with a strong commitment to talent development. Chris joined WorleyParsons in 1998 after more than 15 years in senior engineering and operational roles with international organizations. Chris holds a Degree in Electrical and Electronic Engineering from the University of Sunderland, a Master Degree in Business Administration from Cranfield School of Management, and has completed the Executive Management Program at Harvard Business School.



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Adrian Smith: Group Managing Director, Advisian

Adrian is responsible for Advisian, WorleyParsons' global advisory business. Adrian joined WorleyParsons in 1998 and has since held various senior leadership positions including operations management of regional businesses in Australia and Asia, global sector leadership of the WorleyParsons Minerals and Metals sector, and was most recently the Regional Director of the Advisian Europe Middle East business. Adrian's extensive experience encompasses commercial strategy, business leadership, marketing, strategic planning, and contract negotiation and his leadership style combines strong operational focus with an ability to build high performing teams. Adrian holds a Bachelor of Electrical and Electronic Engineering from the University of Southern Queensland.



Chris Gill: Global Director, Chemicals

Chris leads the Global Chemicals & Petrochemicals sector. This includes setting the strategic direction for the chemicals business, coordinating internal resources to deliver outstanding solutions for customers and managing customer relationships. Chris joined WorleyParsons in 2011 in China with a career of over 16 years in the Industrial Gas Industry with BOC (latterly Linde). He held various operations roles with BOC in the UK and Thailand - Safety Director SE Asia, General Manager BOC Malaysia and Country MD South Korea. He founded, developed and then sold his own business in the UK between 2008 and 2010.

Chris is now based in the UK.



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Tony Frencham: Group Managing Director, Power & New Energy

Tony is responsible for strategy and execution planning for Power and New Energy, and providing leadership on the global energy transition. He joined WorleyParsons in 2017 with a career of over 30 years where he successfully established and grew businesses that delivered technical and organizational innovation addressing both industrial and consumer markets. Tony has served in a variety of business and executive roles based in Asia, Europe, the United States, the Middle East and Australia. His leadership style reflects the understanding that every business must not only operate well but also change well, and he has been successful in developing leadership teams that can do both. Tony holds a Bachelor of Applied Science from La Trobe University, a Graduate Diploma in Applied Polymer Science from Monash University, and a Post Graduate Diploma in Management from Deakin University.



Brad Andrews: Group Managing Director, Digital

Brad leads our Digital business helping our customers attain a future state of dynamic and intelligent digital operations that can interact and suggest ways to improve performance. Brad joined WorleyParsons in 2001 after starting his career with Oil & Gas and Mining companies. He has held various senior operational roles at WorleyParsons, most recently as Managing Director of our Australia West Services business. He has over 20 years of strategy, business, technical and engineering consulting experience working on projects and in operations on five continents. Brad has a Bachelor of Science in Geophysics from the University of Calgary and a Master's Degree in International Business from Haskayne School of Business. He recently completed the Sydney University John Grill Center Executive Leadership in Major Projects' program



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Mark Trueman: Group Director Planning and Investor Relations



Mark has recently taken up the role of Group Director, Planning and Investor Relations for WorleyParsons, based in Sydney. Prior to this Mark was based in Mexico City as Managing Director with responsibility for WorleyParsons' Latin American businesses in Brazil, Chile, Peru, Colombia, Mexico and Ecuador. Mark was formerly Managing Director of the Power customer sector group globally based in Singapore. He joined WorleyParsons in 1994 as Country Manager for Singapore before taking on various regional management roles in the Power and Infrastructure sectors in Asia, the Middle East, Australia and New Zealand. In addition to those the operational and strategy based roles, he has led many acquisitions, both as transaction leader and also following through with the integration, transition and transformation phases. These include acquisitions in Asia, Africa, China, Australia and South America. Mark is a registered Professional Engineer in Australia and Singapore with an honours degree in civil engineering from the University of Sydney.