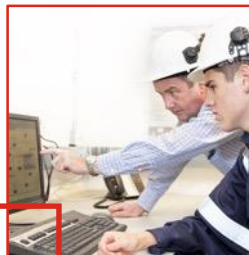




**WorleyParsons**

resources & energy



Full Year  
Results

2018

Andrew Wood, CEO

**EcoNomics**™ Delivering profitable  
sustainability

# Disclaimer

The information in this presentation about the WorleyParsons Group and its activities is current as at 22 August 2018 and should be read in conjunction with the Company's Appendix 4E and Annual Report for the full year ended 30 June 2018. It is in summary form and is not necessarily complete. The financial information contained in the Annual Report for the full year ended 30 June 2018 has been 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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Front Cover Photo: BP's Clair Ridge Platform, North Sea, UK.

## Our strategy is delivering. Market strengthening.

**\$4,749.2m**

Aggregated revenue

+8.5% growth from FY17

**\$259.7m**

Operating cash flow

vs \$78.9m in FY17

**\$6.4b**

36 Month Backlog

25.5% growth from Jun 17

**\$171.4m**

Underlying NPAT

+39.1% growth from FY17

**1.9x**

Leverage

Dec 2017: 2.1x

**UK  
acquisition**

exceeding targets



### Improved financial performance

- Revenue growth driven by UK acquisition
- Cost reductions delivering operating leverage
- Improved EBIT and NPAT margins
- Cash flow of \$259.7m (with \$215.4m in H2)



### Balance sheet strengthened

- Net debt reduced to \$662.5m
- Gearing 23.0%, leverage 1.9x



### Backlog increased

- Across all sectors and all geographies
- Large number of early positions on new projects



### UK acquisition exceeding targets

- Funded by successful capital raising
- Revenue synergies being realized

Final dividend **15.0 cents per share**

# Overview

## FY2018 achievements



### Financial results

- Aggregated revenue growth, driven by UK acquisition
- EBIT and NPAT growth, with higher margins
- Cash flow improved
- Strengthened balance sheet metrics
- New USD700m multi-currency debt facility in place
- Successful acquisition capital raising



### Operating parameters

- Staff utilization remains on target
- Further incremental overhead savings – cost out program proving sustainable
- Delivered operating leverage

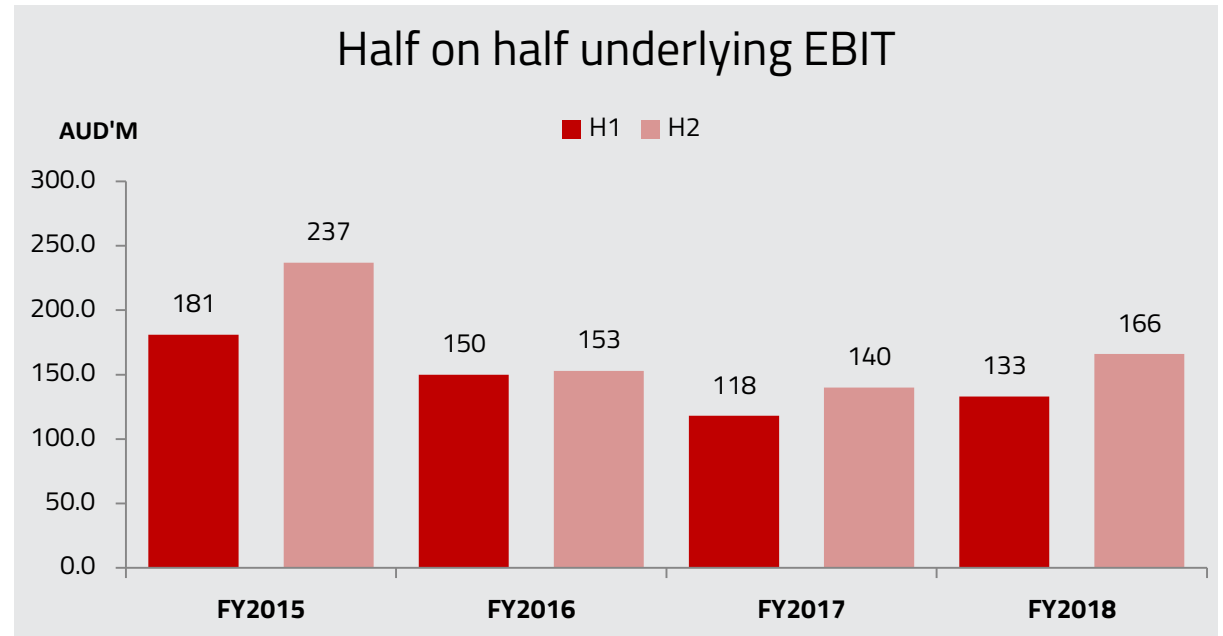
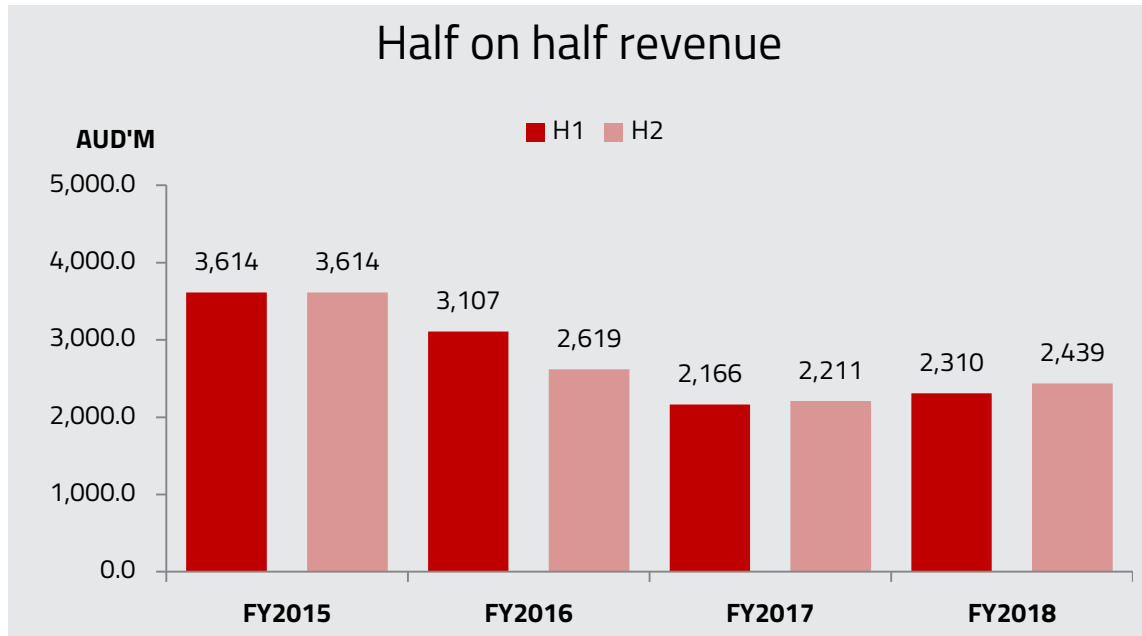


### Operational highlights

- Customers tell us the quality of our work is good – and getting better
- Increase in awards in H2
- Increased backlog
- UK IS acquisition integration complete. Revenue synergies flowing
- Chemicals acquisition in Europe

# Aggregated revenue and underlying EBIT

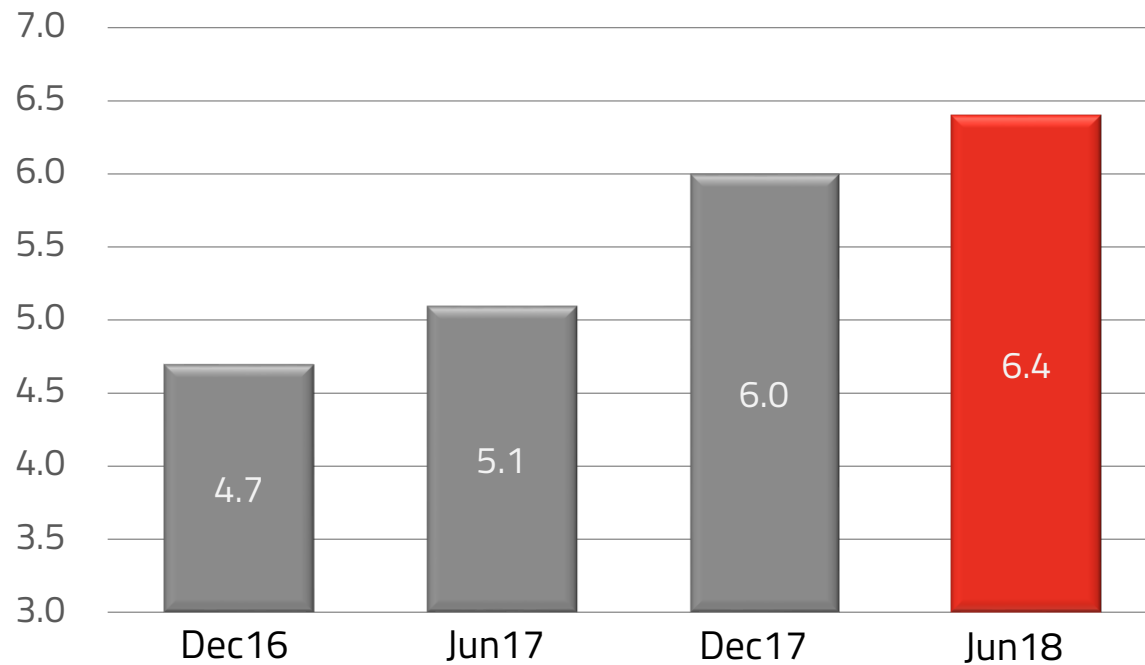
## Return to growth



- Markets stable with revenue and EBIT growth from contribution of UK Integrated Solutions business
- On constant currency basis, 8.1% growth from FY17 in underlying EBIT ex UK Integrated Solutions

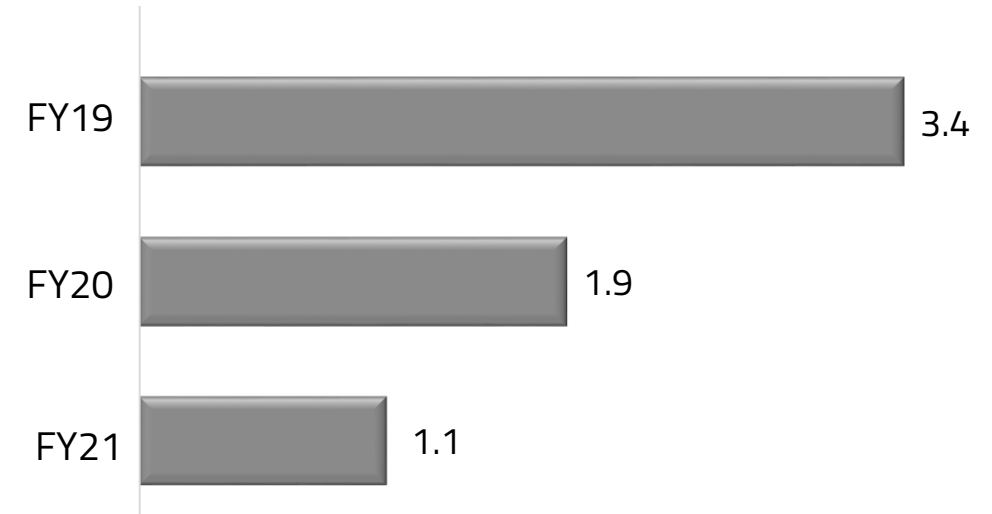
# Backlog is growing

## 36 month backlog (\$b)



## Approximate timing of backlog (\$b)

Backlog as at 30 June 2018

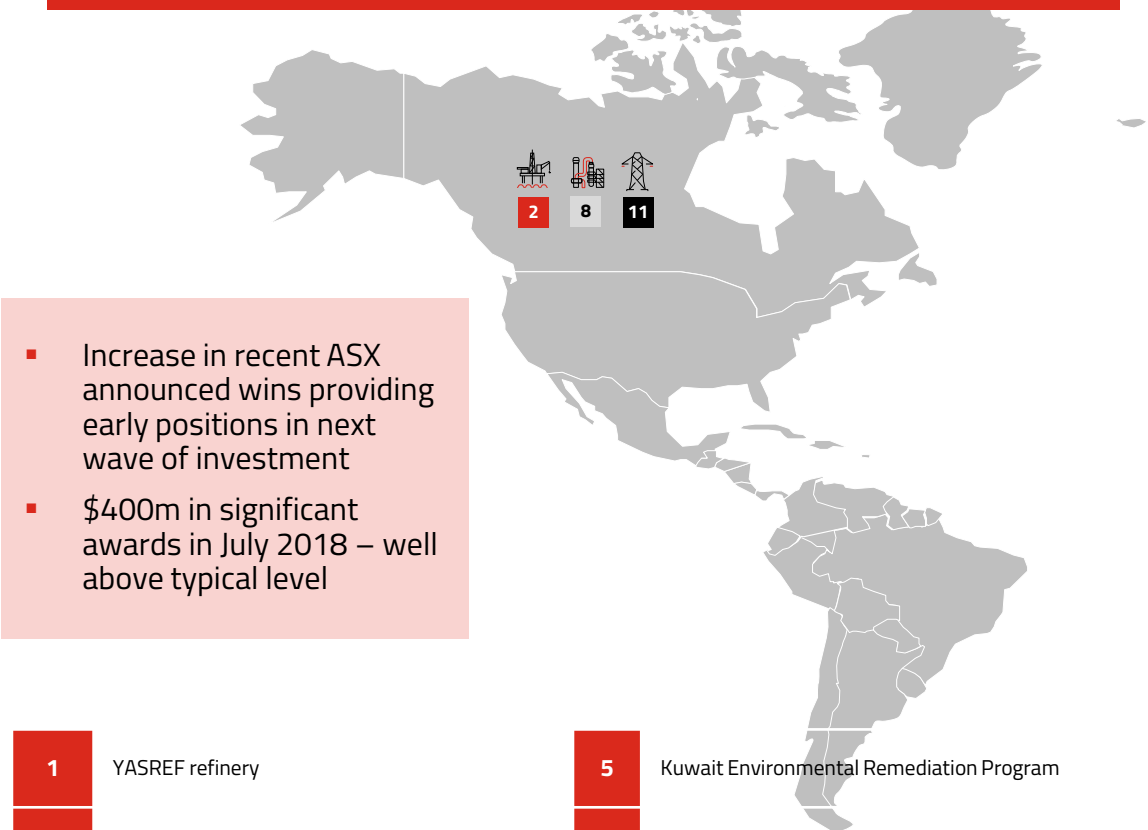




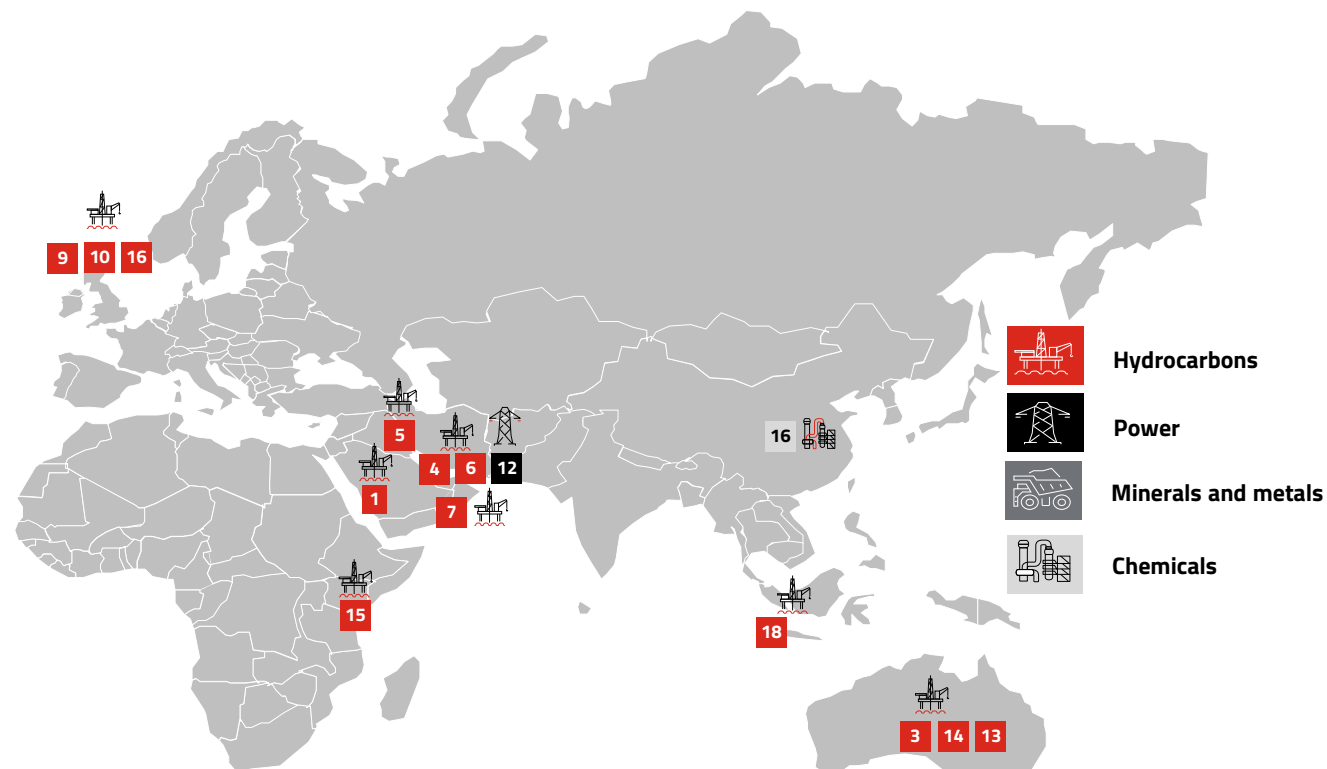
# Awards announced in last six months

## Pace of awards is increasing

- Increase in recent ASX announced wins providing early positions in next wave of investment
- \$400m in significant awards in July 2018 – well above typical level



1	YASREF refinery	5	Kuwait Environmental Remediation Program
2	Trans Mountain Pipeline Expansion Project	6	ADNOC's Crude Flexibility Project, Ruwais Refinery
3	QGC upstream and midstream facilities	7	BP Oman's Khazzan facility
4	Borouge 4 Complex	8	NOVA Chemicals Corunna Cracker Expansion Project (Phase 3)



9	Maersk Oil UK's offshore North Sea	14	Chevron Australia Gorgon, Wheatstone, Barrow and Thevenard Islands
10	Offshore EPCIC for Neptune Energy	15	Tullow Oil's South Lokichar onshore oil field development
11	Bruce Power Life-Extension Program	16	Chevron Chemicals Oronite EPC, China
12	Noor Energy 1 solar power installation	17	Nexen Buzzard Phase 2 development project
13	Woodside Brownfields EPCM Extension	18	Pertamina Balikpapan Refinery

Full year results **2018**



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# UK Integrated Solutions

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Acquisition update

EcoNomics™



# UK Integrated Solutions Integration

Workstream	Progress	Achievements
Organization, Systems & Processes	✓	Successfully delivered the transition including systems–Global Integrated Solutions business launched
Synergy Realization	✓	Cost synergies beyond the original forecast have been delivered
		Customer feedback continues to be positive and it is now converting to opportunities
HSE	✓	Alignment of HSE systems completed and rolled out globally – ongoing HSE performance remains strong
Working Capital	✓	Cash collection continues to exceed forecast
Strategy & Markets	✓	Strategic plan now being implemented to grow Integrated Solutions / MMO Globally
Culture & People	✓	Leveraging combined knowledge, relationships and capability to enhance and differentiate our MMO offer to the market

# Nexen UK - topsides module Buzzard Phase II

## UK Integrated Solutions – example **revenue synergy**

Value Add	Full 'EPFC' ( Engineering, Procurement, Fabrication & Construction) capability	
	UK Integrated Solutions	Rosenberg WorleyParsons, Norway
Relationship	long term customer relationship and framework contract with Nexen – providing engineering based services	new customer for Norway - many more customers work across both sides of the North Sea
Work Scope	provide all of the services and offshore construction associated with the brownfield scopes	fabricate the topsides module
Expertise / Differentiator	a leader in Brownfield modifications	world class fabrication solutions to Brownfield Projects

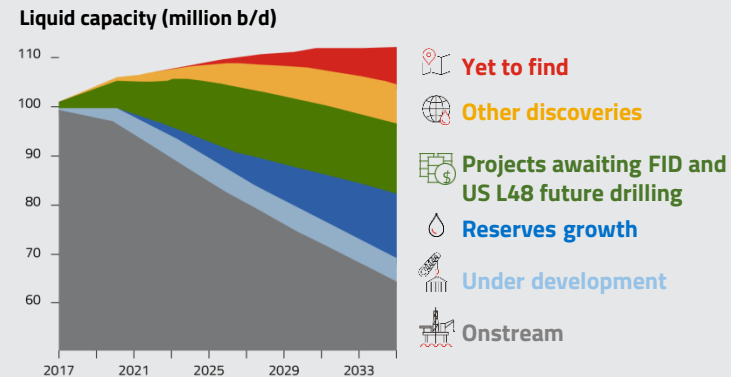


- A number of other synergy opportunities are close to award outside the North Sea

# Hydrocarbons

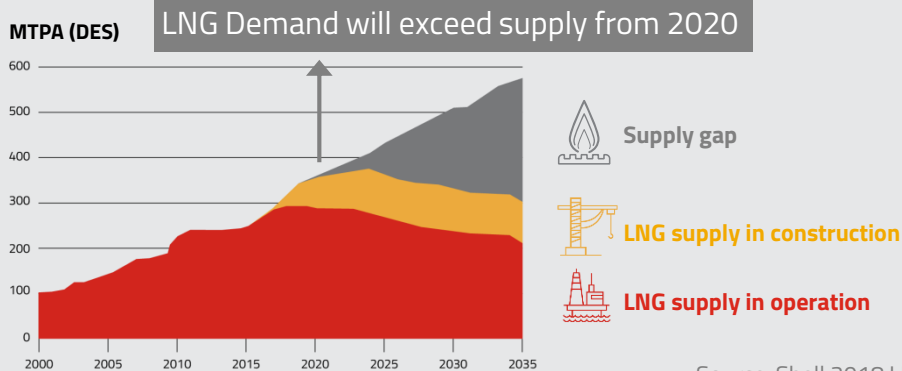
## Growing supply gap

Global liquids capacity by development status



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

Emerging LNG supply-demand gap



Source: Shell 2018 LNG Outlook

Project FIDs expected to almost triple from 2017 to 2019

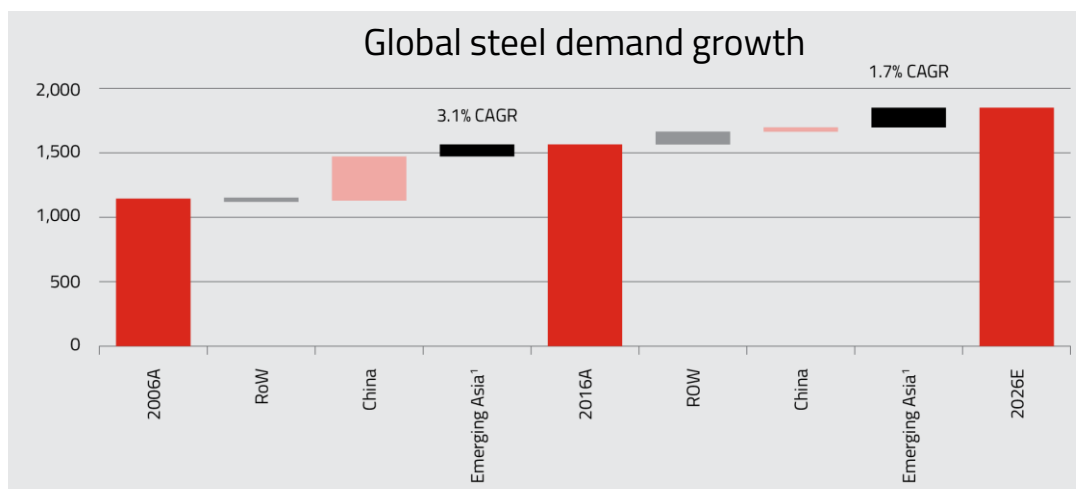
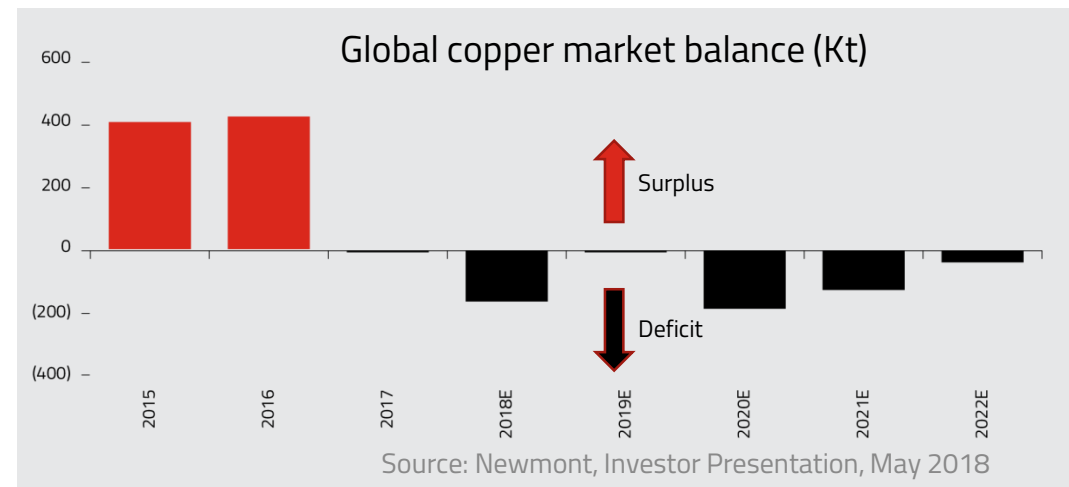


Source: Goldman Sachs, Top Projects 2018, April 9 2018

- Growing supply gap on oil and gas appearing from 2021
- Supply gap from demand growth and field declines
- IOCs financially strong
- Value of Final Investment Decisions (FIDs) expected to almost triple from 2017 to 2019

# Minerals & Metals

## Return to investment



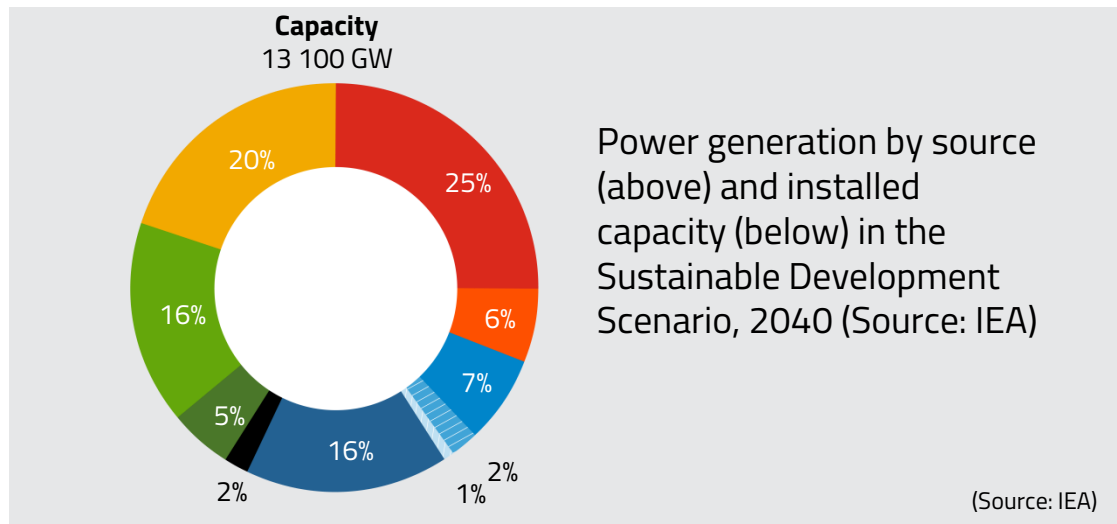
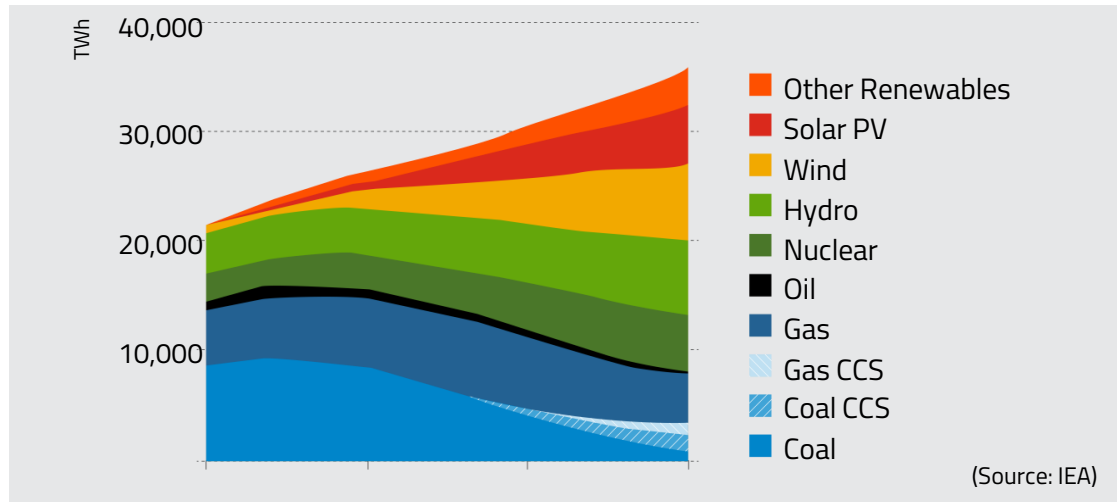
- Recent increase in large project FIDs
- Iron ore: Australian mines cost competitive to service demand from Asia, and replace declining production
- Copper: structural deficit emerging from 2020
- Phosphates: MENA focus

Full year results **2018**

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

# Power

## Global energy transition



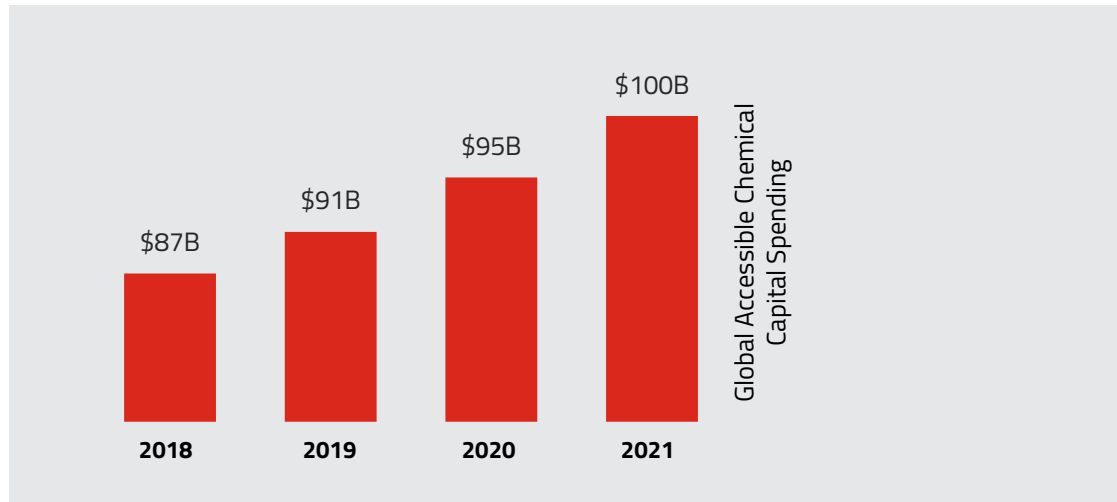
Full year results **2018**

- 2018 is the peak year for hydrocarbon fuelled power generation
- Two thirds of all new power capacity additions are now renewables
- Focus areas:
  - Offshore wind
  - Solar thermal
  - Green hydrogen
  - Power networks, including microgrids
  - Maintenance, Modifications and Operations



# Chemicals

## Sustained growth



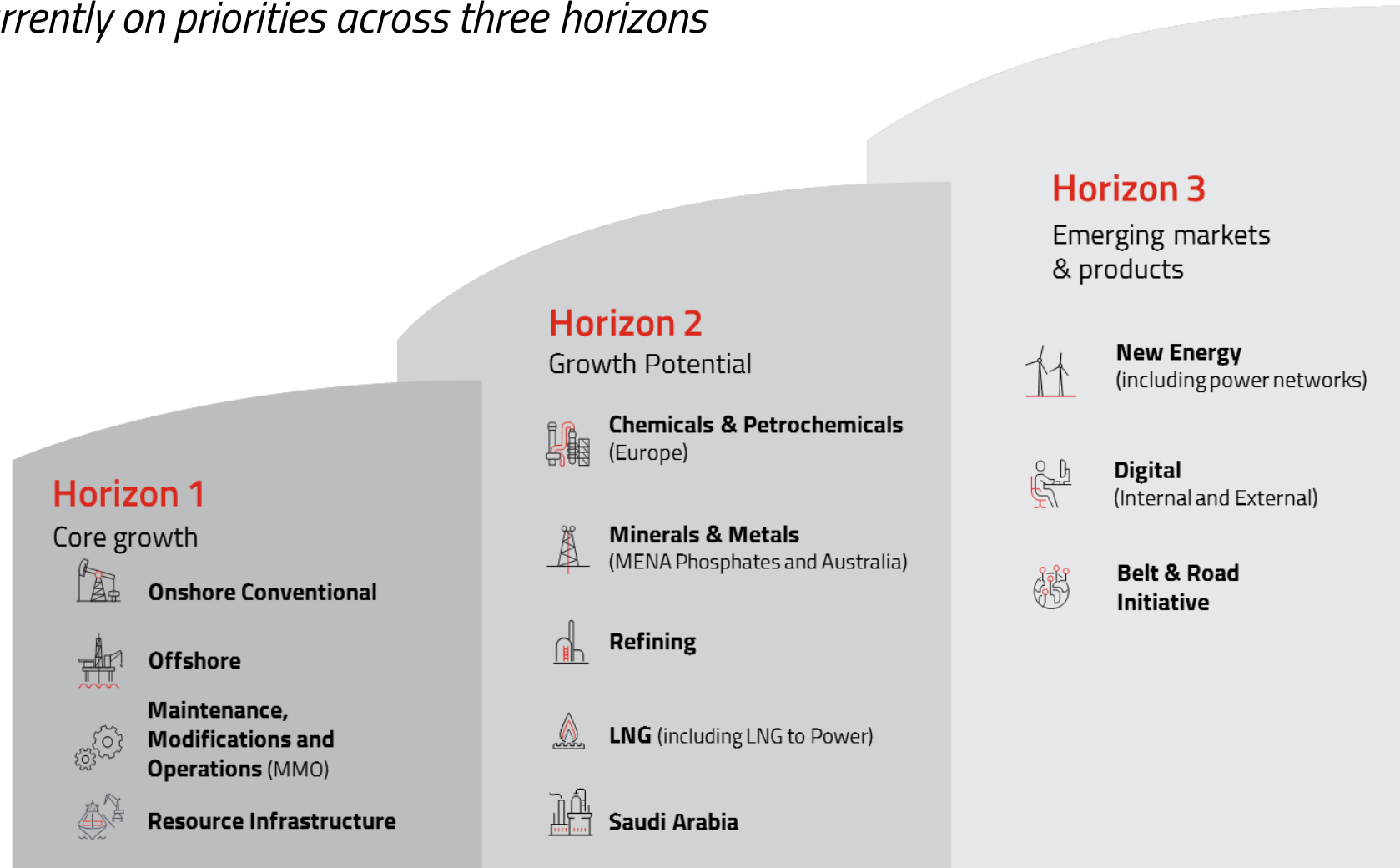
Full year results **2018**

- Key megatrends driving growth –increasing urbanization, globalization, food security
- WorleyParsons smaller than peers in this sector with significant headroom for growth
- Customers increasingly global in nature
- Focusing on connecting our businesses globally
- Recent acquisition supporting position in key European market – 40% of largest chemical producers headquartered in Europe

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, WorleyParsons. Data provided in AUD.

# Resources & energy provide real opportunity

*Acting concurrently on priorities across three horizons*



# Health Safety and Environment

## Our safety performance

- Employee Total Recordable Case Frequency Rate (TRCFR) at June 2018 was **0.12** (June 2017: 0.08)
- Employee, Contractor & Subcontractor and Partner TRCFR at June 2018 was **0.15** (June 2017: 0.14)
- Increase in TRCFR associated with our acquired UK IS business

## The Group's HSE Committee focus areas for FY2019

- New OneWay™ framework
- Field focus on situational awareness and fatal risks
- Automation of HSE systems
- Predictive analytics
- Climate related risk (including opportunities)

All levels of leadership continue to drive our HSE expectations and look for opportunities to embed human performance within our processes, systems and approach to work.

Full year results **2018**

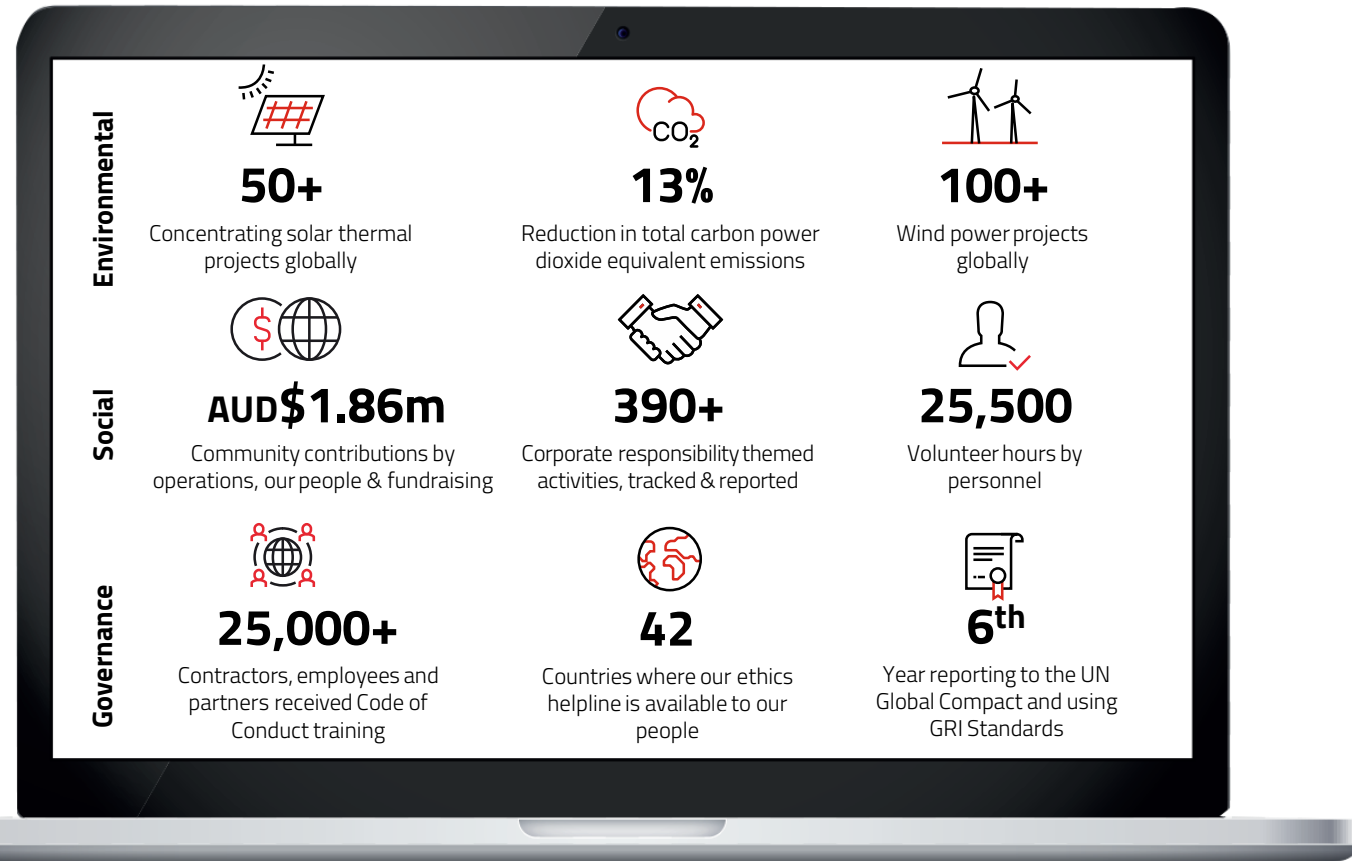


# Responsible business at WorleyParsons

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

This year we have:

- applied responsible business assessments on business partners, including ethical business and social license checks
- delivered significant community economic and social impact
- reduced the gender pay gap and improved female participation in the leadership of the company
- addressed the increasing data protection regulatory requirements with improved data protection and cyber security
- established a Climate Change Working Group to implement the concept articulated by the Task Force on Climate-related Financial Disclosures (TCFD)



For more information refer to WorleyParsons Corporate Responsibility Report issued 22 August 2018





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# Full Year Results 2018

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Tom Honan

Group Managing Director Finance, CFO



# Statutory statement of financial performance

	30 June 2018 (\$m)	30 June 2017 (\$m)
<b>REVENUE AND OTHER INCOME</b>		
Professional services revenue	3,837.3	3,558.7
Procurement revenue	432.3	1,142.4
Construction and fabrication revenue	552.5	502.8
Interest income	5.5	7.1
Other income	8.2	9.6
<b>Total revenue and other income</b>	<b>4,835.8</b>	<b>5,220.6</b>
<b>EXPENSES</b>		
Professional services costs	(3,530.7)	(3,364.6)
Procurement costs	(417.3)	(1,135.4)
Construction and fabrication costs	(497.4)	(444.0)
Global support costs	(110.7)	(103.3)
Acquisition costs	(5.9)	-
Other costs	(14.2)	(40.2)
Borrowing costs	(63.9)	(75.9)
<b>Total expenses</b>	<b>(4,640.1)</b>	<b>(5,163.4)</b>
Share of net profit of associates accounted for using the equity method	9.7	3.6
Income tax expense	(129.7)	(4.6)
<b>Profit after income tax expense</b>	<b>75.7</b>	<b>56.2</b>
<b>PROFIT AFTER INCOME TAX ATTRIBUTABLE TO MEMBERS OF WORLEYPARSONS LTD</b>	<b>62.2</b>	<b>33.5</b>
<b>EARNINGS BEFORE INTEREST AND TAX</b>	<b>263.8</b>	<b>129.6</b>

- Decrease in statutory revenue due to completion of Hebron project procurement revenue at nil margin
- Growth in professional services, construction and fabrication revenue
- \$81.7m one-off impact on tax expense from changes in US tax legislation

# Reconciliation of statutory to underlying NPAT result

## Adjusted for non-trading items

	FY2018(\$m)	FY2017(\$m)
<b>Statutory result</b>	<b>62.2</b>	<b>33.5</b>
<b>Additions (pre-tax)</b>		
Staff restructuring costs	-	59.2
Onerous lease contracts	12.2	24.2
Other restructuring costs	14.2	38.9
Acquisition costs	5.9	-
Impairment of associate intangible assets	2.7	2.3
Onerous engineering software licenses	-	3.2
Net loss on sale of assets held for sale	-	0.4
<b>Sub-total additions</b>	<b>35.0</b>	<b>128.2</b>
<b>Tax effect of Additions</b>	<b>(7.5)</b>	<b>(38.5)</b>
<b>Additions (post-tax)</b>		
Tax from changes in US tax legislation <sup>1</sup>	81.7	-
<b>Underlying Net Profit After Tax<sup>2</sup></b>	<b>171.4</b>	<b>123.2</b>

1. Relates to a revaluation of the value of WorleyParsons' deferred tax assets arising from the reduction in the US corporate tax rate from 35% to 21%. See page 50 for further detail.

2. The underlying NPAT result excludes staff and other restructuring costs, acquisition costs, onerous lease contracts, impairment of associate intangibles, and net loss on assets held for sale. The underlying NPAT result excludes these items and the related tax effect, and also the impact on tax expense from changes in US tax legislation.

# FY2018 key financials

Statutory result	2018	2017	vs. 2017
Total revenue (\$m)	<b>4,835.8</b>	5,220.6	(7.4%)
EBIT (\$m)	<b>263.8</b>	129.6	103.5%
Net Profit After Tax (\$m)	<b>62.2</b>	33.5	85.7%
Basic EPS (cps) <sup>1</sup>	<b>23.3</b>	13.4	73.9%
Final dividend (cps)	<b>15.0</b>	-	n/m
Full Year dividend (cps)	<b>25.0</b>	-	n/m
Operating cash flow	<b>259.7</b>	78.9	229.2%
Underlying result	2018	2017	vs. 2017
Aggregated revenue <sup>2</sup> (\$m)	<b>4,749.2</b>	4,377.0	8.5%
Underlying EBIT <sup>3</sup> (\$m)	<b>298.8</b>	257.8	15.9%
<i>Underlying EBIT margin %</i>	<b>6.3</b>	5.9	0.4pp
Underlying Net Profit After Tax <sup>4</sup> (\$m)	<b>171.4</b>	123.2	39.1%
<i>Underlying NPAT margin %</i>	<b>3.6</b>	2.8	0.8 pp
Underlying basic EPS (cps) <sup>1</sup>	<b>64.3</b>	49.2	30.7%
Underlying operating cash flow	<b>293.7</b>	180.2	63.0%

- Statutory revenue decrease due to completion of Hebron project and associated procurement revenue at nil margin
- Aggregated revenue increase driven by contribution from UK IS acquisition
- Improved underlying EBIT and NPAT and associated margins
- Improved operating cash flow

1. Basic earnings per share for all presented periods were adjusted for equity raised in accordance with the accounting standards.

2. Refer to slide 45 of the Supplementary slides for the definition of Aggregated revenue.

3. The underlying EBIT result excludes staff and other restructuring costs, acquisition costs, onerous lease contracts, impairment of associate intangibles, and net loss on assets held for sale.

4. The underlying NPAT result excludes staff and other restructuring costs, acquisition costs, onerous lease contracts, impairment of associate intangibles, and net loss on assets held for sale. The underlying NPAT result excludes these items and the related tax effect, and also the impact on tax expense from changes in US tax legislation.

# Segment result

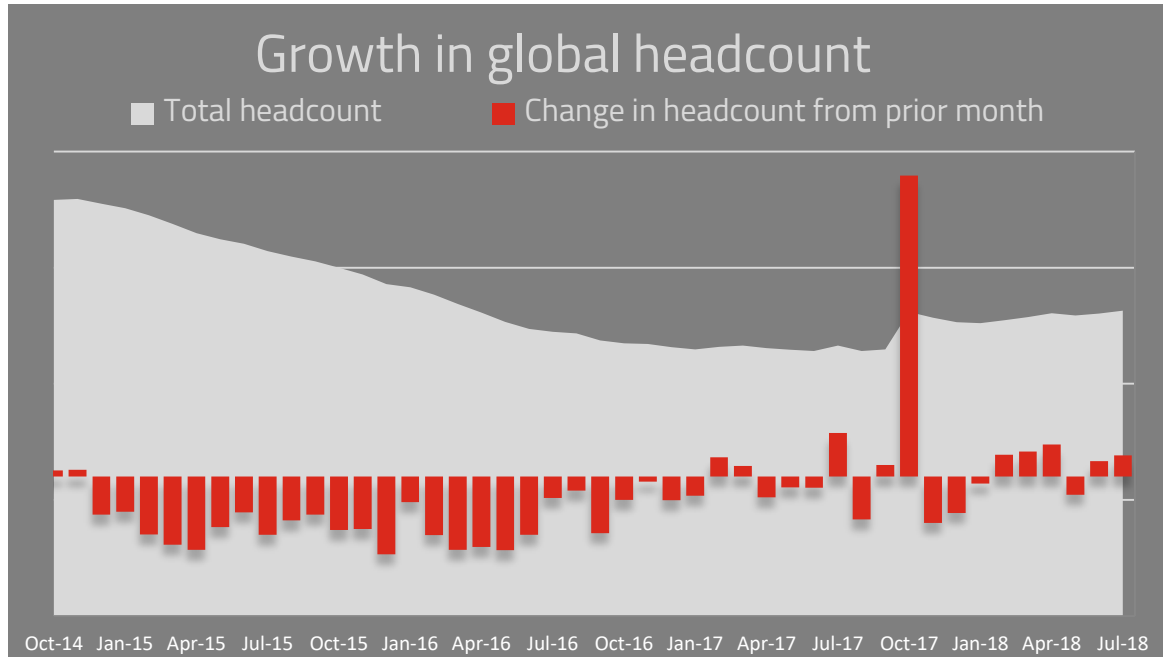
## By business line

	FY 2018	FY 2017	vs. FY 2017
<b>Aggregated Revenue (\$m)</b>	<b>4,749.2</b>	<b>4,377.0</b>	<b>8.5%</b>
Services	2,391.3	2,681.1	(10.8%)
Major Projects and Integrated Solutions (MP&IS)	1,837.9	1,213.4	51.5%
Advisian	520.0	482.5	7.8%
<b>Segment results (\$m)</b>	<b>426.1</b>	<b>374.8</b>	<b>13.7%</b>
Services	236.2	242.8	(2.7%)
Major Projects and Integrated Solutions (MP&IS)	172.2	119.5	44.1%
Advisian	17.7	12.5	41.6%
<b>Segment results (%)</b>	<b>9.0%</b>	<b>8.6%</b>	<b>0.4 pp</b>
Services	9.9%	9.1%	0.8 pp
Major Projects and Integrated Solutions (MP&IS)	9.4%	9.8%	(0.4 pp)
Advisian	3.4%	2.6%	0.8 pp

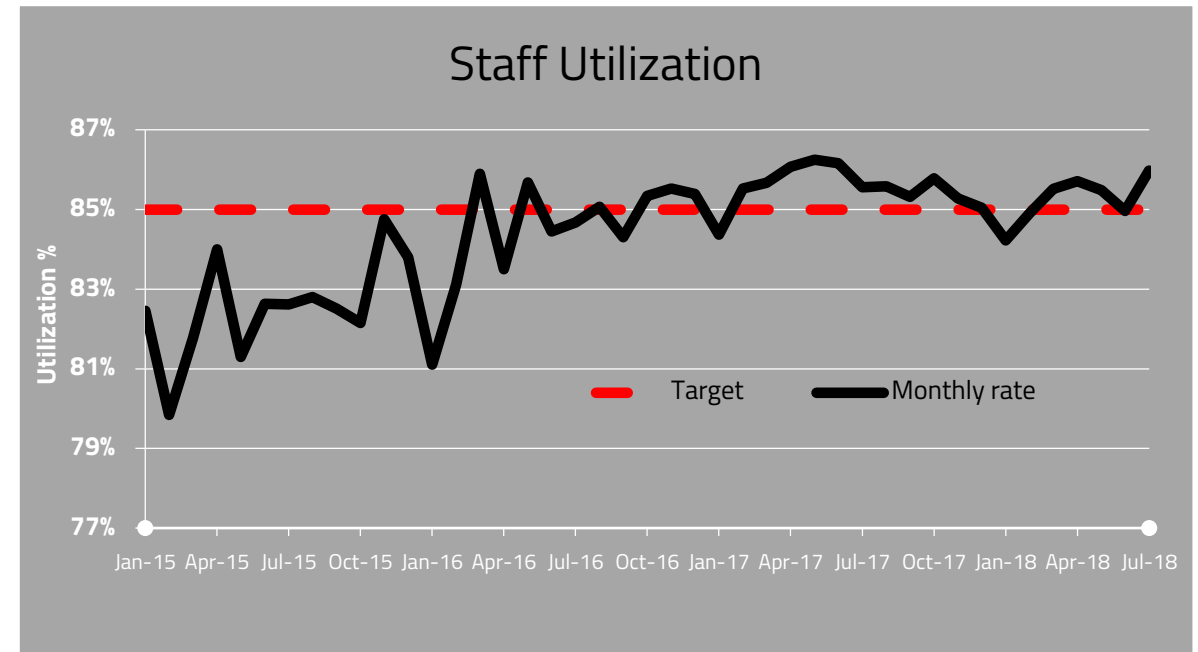
- Services result impacted by some project implementations moving to Major Projects and project completions in US offset by growth in Canada and ANZ
- Major Projects and Integrated Solutions (MP&IS) growth from UK IS and Norway
- Advisian growth across all sectors. Strong performance in APAC and Intecsea
- Advisian margin 5.0% excluding restructuring and Digital investment

1 Segment result is EBIT pre Group corporate costs

# Headcount growing: **staff utilization on target**



- Headcount growth to 26,280
- Driven by UK IS acquisition and Norway

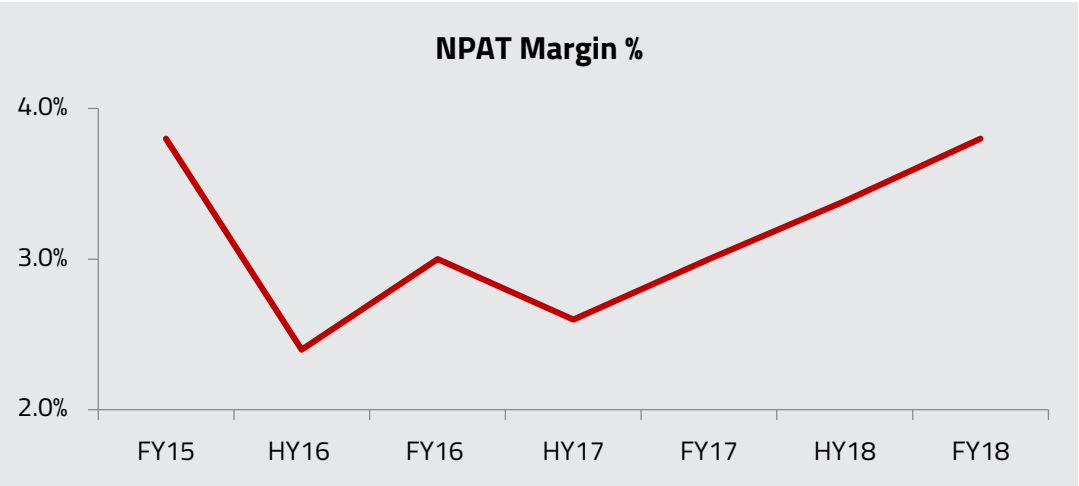
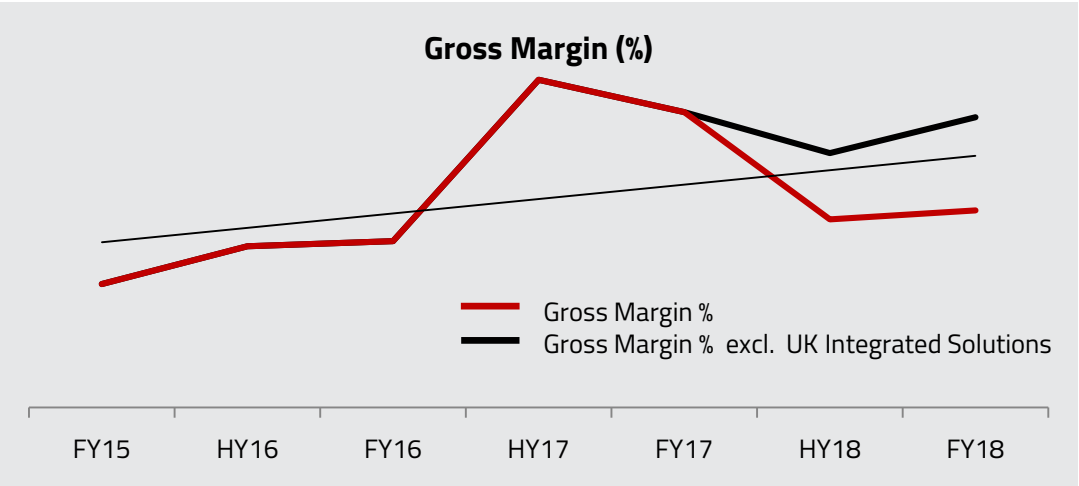
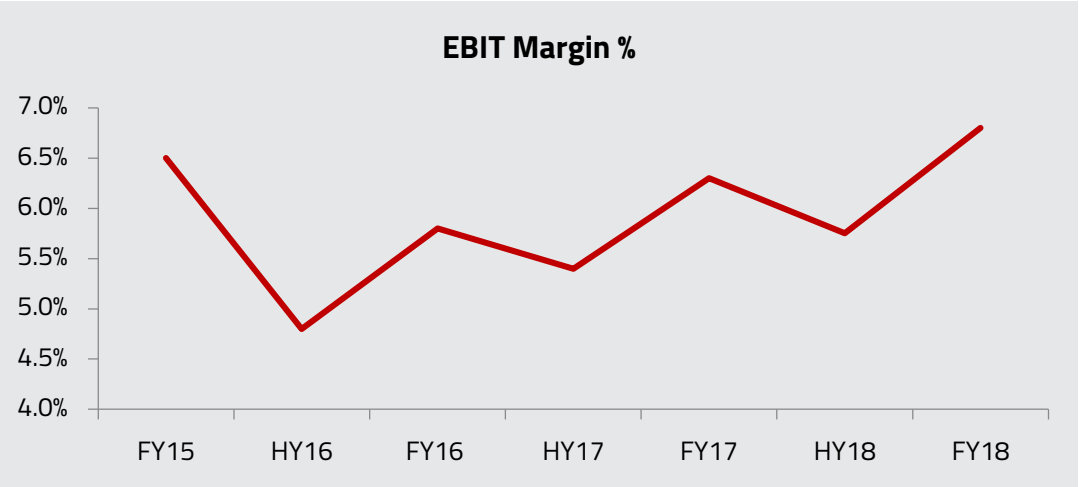
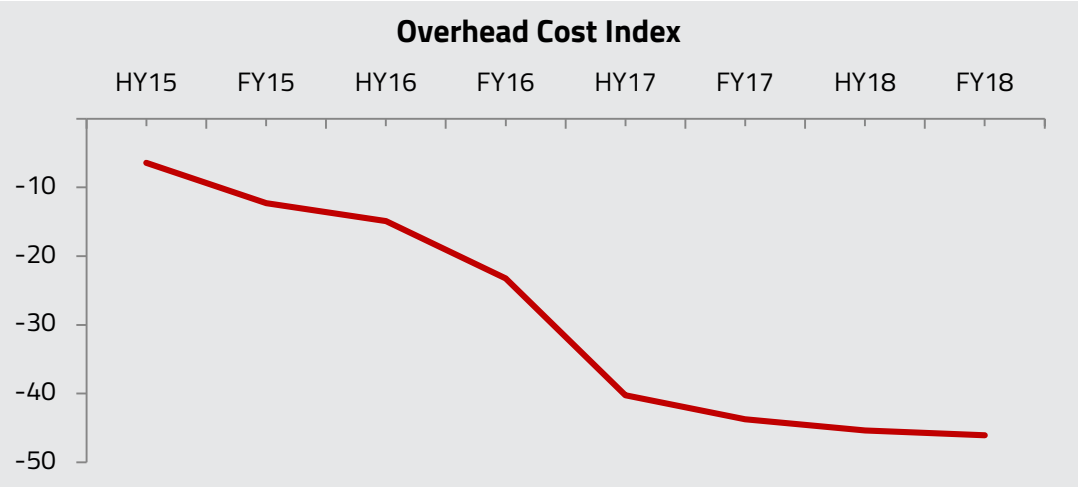


- Staff utilization remains on target
- Maintained presence in 42 countries



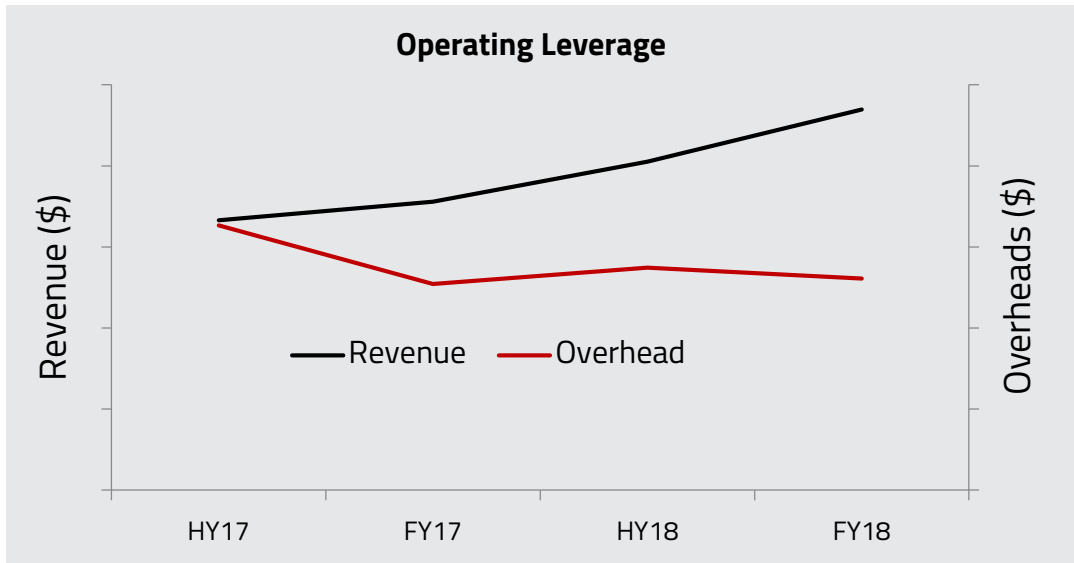
# Key operating indicators

Continuing in right direction



## Key operating indicators

# Operating leverage



- Cost out program is proving sustainable with revenue growth
- Margins increasing
- Business continues to be focused on achieving operating leverage with programs institutionalised:
  - **Realize our future** program continuing, to address revenue growth, gross margin and cost control
  - **Sustaining Performance** management embedded at the performance unit level



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# Full Year Results 2018

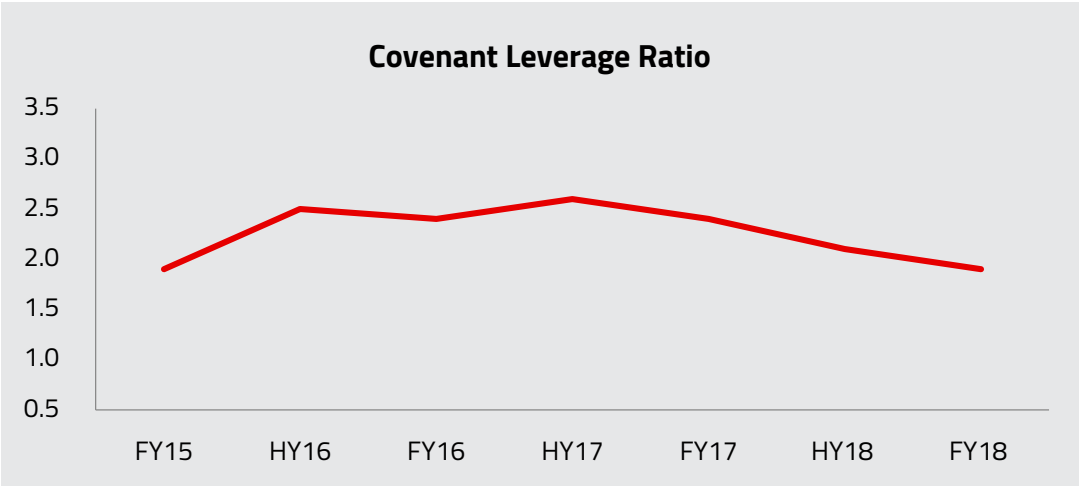
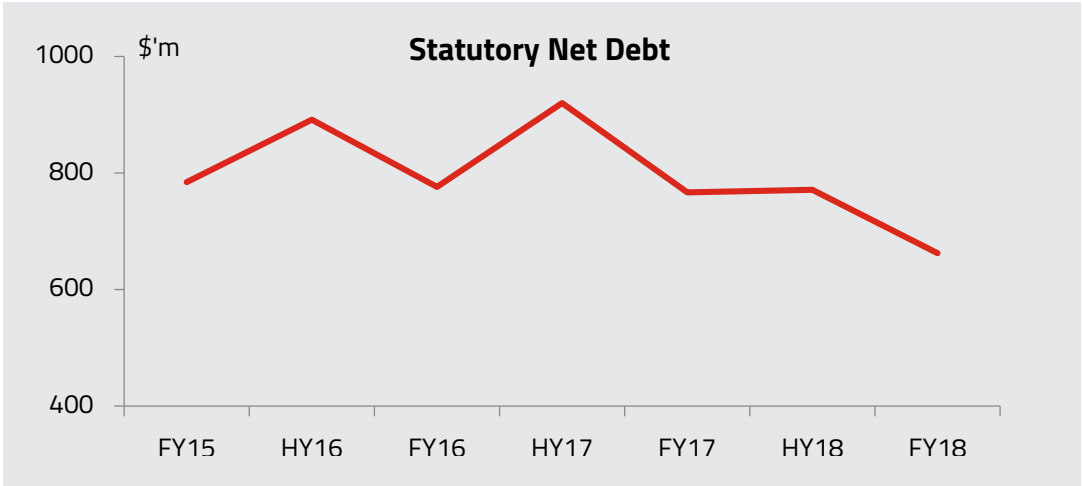
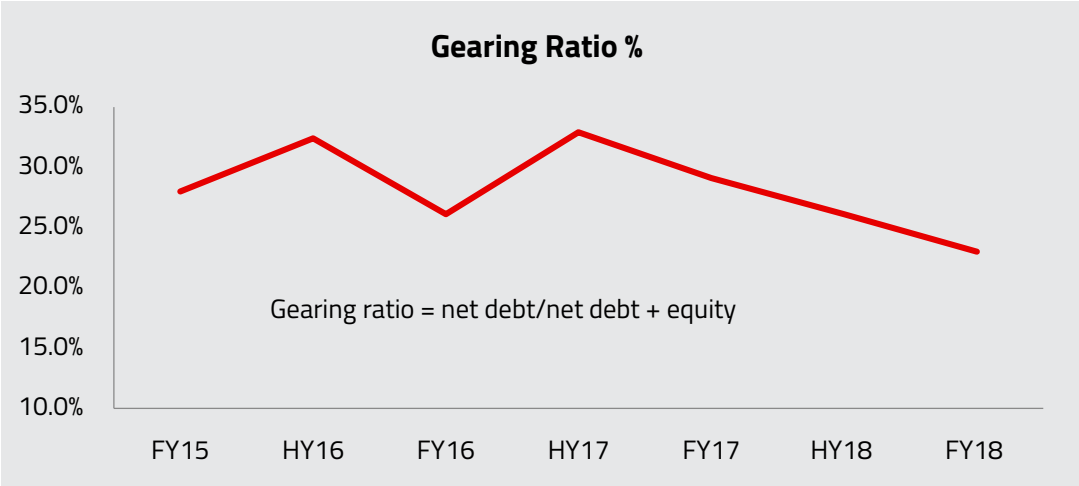
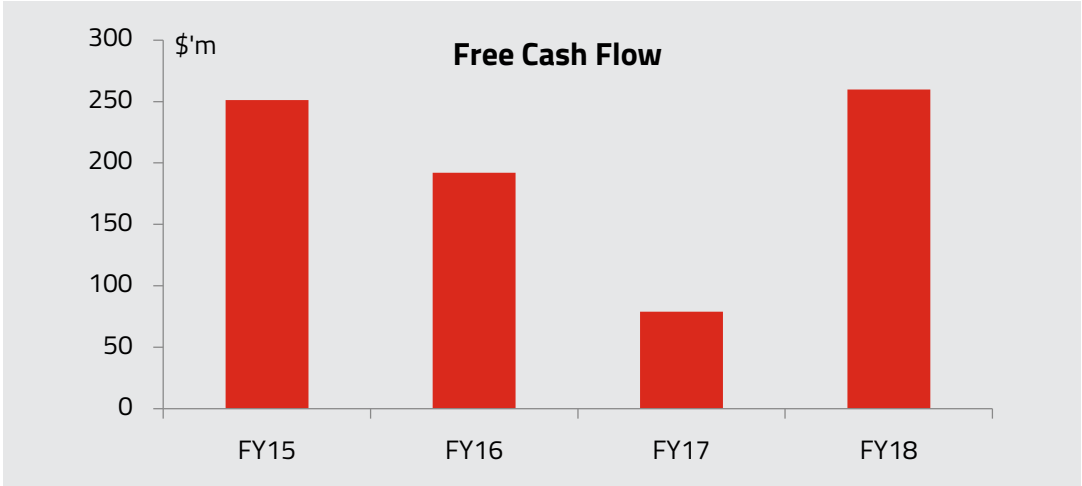
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Capital management

EcoNomics™

# Cash flow, net debt and balance sheet

Continuing in right direction



Full year results 2018

## Gearing metrics

### Current balance sheet metrics

	FY2018	HY2018
Gearing ratio <sup>1</sup> %	23.0%	26.1%
Facility utilization <sup>2</sup> %	60.1%	59.7%
Average cost of debt %	4.5%	4.9%
Total liquidity <sup>3</sup> (\$m)	951	958
Average maturity (years)	2.6	2.8
Interest cover <sup>4</sup>	5.8x	4.9x
Net debt \$m	662.5	771.0
Net debt/EBITDA <sup>4</sup>	1.9x	2.1x

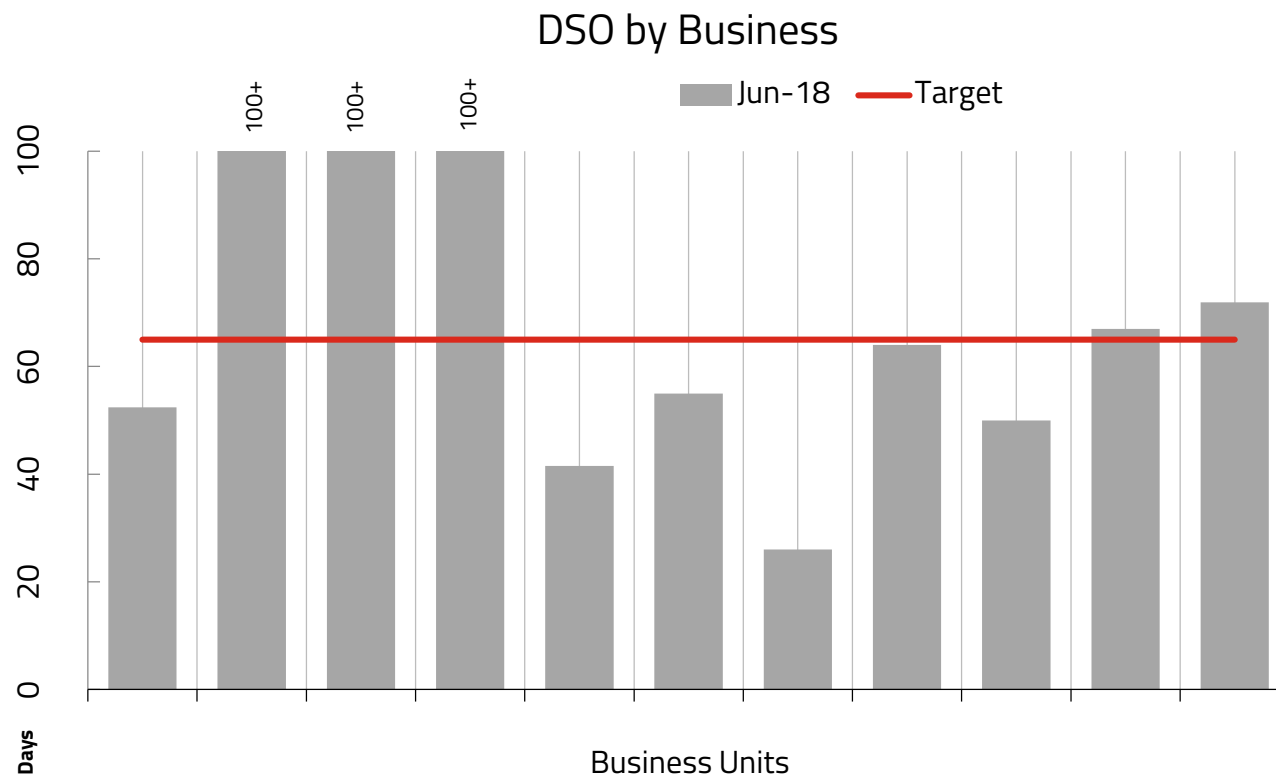
- 1. Net debt to net debt+equity
- 2. Loans, finance lease and overdrafts
- 3. Available facilities plus cash
- 4. As defined for debt covenant calculation

- Sustained reduction in net debt over last six periods
- Net debt reduced by \$257.7m since December 2016
- Net debt reduced >\$100m in H2
- Gearing slightly below target band of 25-35%
- More than \$900m liquidity
- Leverage within target range



# DSO

## Sustained improvement

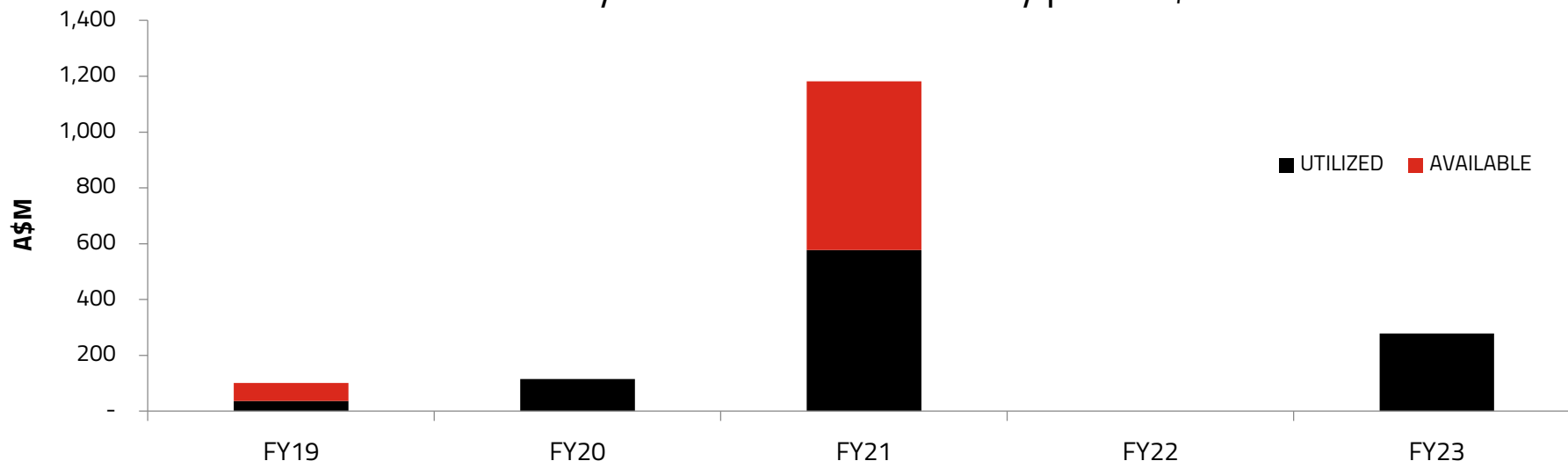


- Most regions/businesses now performing at or ahead of target
- UK IS business improved by 13 days since acquisition
- Canada and US East region reduced 16 days in H2
- APAC reduced 22 days in last three halves
- Major Projects reduced 10 days in H2
- BUs >100 days affected by SOE debtors

## Liquidity

# Net debt reduced and facility refinanced

Debt facility utilization and maturity profile \$m



- Core debt facility refinanced during FY18. New facility consists of a USD700 million multi-currency facility maturing in December 2020
- Debt structure provides the Group with additional flexibility and liquidity to meet its working capital and strategic growth requirements
- Maintained strong liquidity position and average tenor 2.6 years
- Discussions on FY21 debt maturity will commence in the next 12 months



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# Full Year Results 2018

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## Outlook

EcoNomics™

## Concluding remarks

### Progress in FY2018

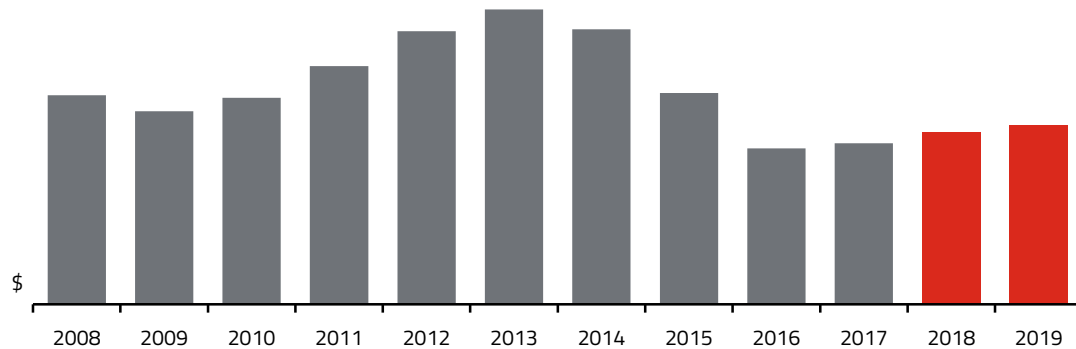


- Revenue\* up 8.5%, EBIT\* up 15.9%, NPAT\* up 39.1%, cash flow up 229.2%
- Operating leverage realized
- Backlog increased
- Refinanced core debt facility
- Acquired global leader in offshore MMO market
- Successful capital raising
- Integration of UK IS acquisition exceeding expectations
- Increase in pace of significant awards in H2 and continuing into FY2019
- Business well positioned to capture future market upside

# Energy and Resources

## Markets **returning to growth**

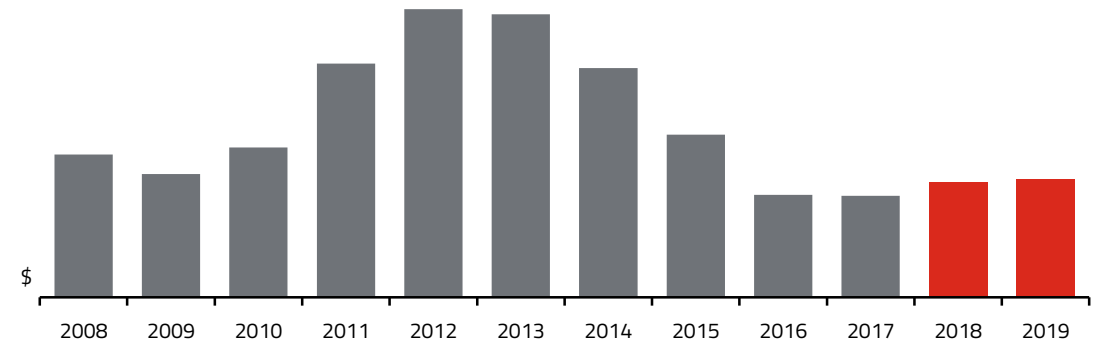
Hydrocarbons annual global capex



2018 capex >40% below 2013 peaks ... and below longer term market low point

**Source:** FactSet as at 7 August 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.

Minerals & Metals annual global capex



2018 capex >60% below 2013 peaks ... and below longer term market low point

**Source:** FactSet as at 7 August 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.

## Group outlook



Driven by continued improvement in market conditions, our resources and energy customers are increasing early phase activity for the next cycle of investment. This is reflected in the recent level of contract awards and our growing backlog. By maintaining our focus and growing our position in the resources and energy markets we expect to deliver improved earnings in FY2019.

Our focus on costs will continue so that operating leverage is delivered as the business grows. We expect to continue to improve our balance sheet metrics in FY2019.





**WorleyParsons**

resources & energy

# Full Year Results 2018

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Q&A

EcoNomics™





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# Full Year Results 2018

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Supplementary information

EcoNomics™

# Segment result

## By region

	FY 2018	FY 2017	vs. FY 2017
<b>Aggregated Revenue (\$m)</b>	<b>4,749.2</b>	4,377.0	8.5%
APAC	<b>1,080.9</b>	1,064.8	1.5%
EMEA	<b>2,121.7</b>	1,577.6	34.5%
AM	<b>1,546.6</b>	1,734.6	(10.8%)
<b>Operational EBIT (\$m)</b>	<b>426.1</b>	374.8	13.7%
APAC	<b>105.0</b>	96.4	8.9%
EMEA	<b>192.9</b>	161.5	19.4%
AM	<b>128.2</b>	116.9	9.7%
<b>Operational EBIT (%)</b>	<b>9.0%</b>	8.6%	0.4 pp
APAC	<b>9.7%</b>	9.0%	0.7 pp
EMEA	<b>9.1%</b>	10.2%	(1.1 pp)
AM	<b>8.3%</b>	6.7%	1.6 pp

- Revenue growth supported by UK IS, Norway, Canada and ANZ, offset by reduction in the US and South Africa
- EBIT growth driven by UK IS, Western Australia, Canada and US, offset by reductions in Bulgaria and South Africa
- Broad margin improvement across US and Latin America Services driving improved Americas EBIT%

# Segment result

## By sector

	FY 2018	FY 2017	vs. FY 2017
<b>Aggregated Revenue (\$m)</b>	<b>4,749.2</b>	<b>4,377.0</b>	<b>8.5%</b>
Hydrocarbons	3,588.0	3,105.6	15.5%
Professional Services <sup>1</sup>	3,035.5	2,602.8	16.6%
Construction & Fabrication	552.5	502.8	9.9%
Minerals, Metals & Chemicals	427.4	441.4	(3.2%)
Infrastructure	733.8	830.0	(11.6%)
<b>Operational EBIT (\$m)</b>	<b>426.1</b>	<b>374.8</b>	<b>13.7%</b>
Hydrocarbons	347.7	311.3	11.7%
Professional Services	290.6	247.4	17.5%
Construction & Fabrication	57.1	63.9	(10.6%)
Minerals, Metals & Chemicals	23.7	16.7	41.9%
Infrastructure	54.7	46.8	16.9%
<b>Operational EBIT (%)</b>	<b>9.0%</b>	<b>8.6%</b>	<b>0.4 pp</b>
Hydrocarbons	9.7%	10.0%	(0.3 pp)
Professional Services	9.6%	9.5%	0.1 pp
Construction & Fabrication	10.3%	12.7%	(2.4 pp)
Minerals, Metals & Chemicals	5.5%	3.8%	1.7 pp
Infrastructure	7.5%	5.6%	1.9 pp

<sup>1</sup> Professional Services includes procurement revenue at margin and other income

- Hydrocarbons revenue increase from UK IS, Norway, partially offset by lower revenues in the US, Cord and parts of the Middle East
- Infrastructure revenue lower due to a reduction in global nuclear revenue, and Saudi Arabia due to winding down of a major power contract
- Construction and Fabrication EBIT reduced due to absence of project close out bonuses in the period
- Infrastructure margins impacted by broad based margin improvement, particularly in South East Asia, China, South Africa, US and Canada, partially offset by a reduction in high margin nuclear work

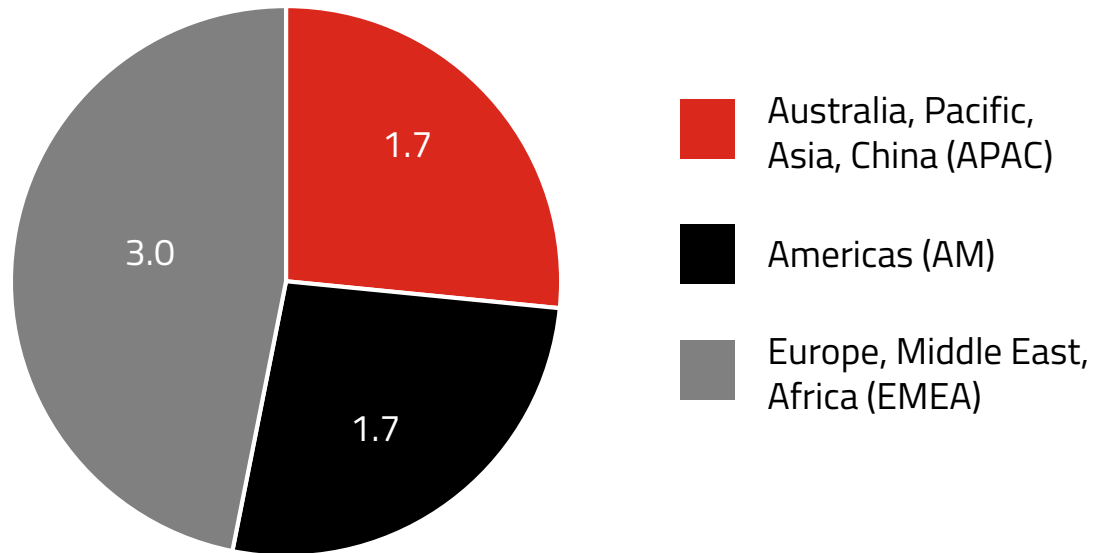
# Global operations and employee numbers



# Backlog increasing

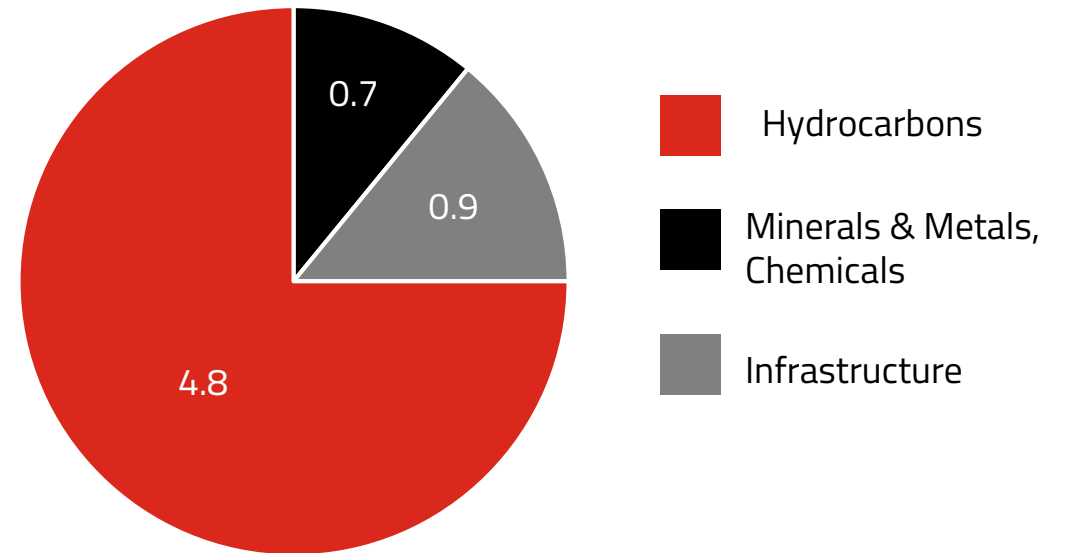
## Backlog by region

as at 30 June 2018



## Backlog by sector

as at 30 June 2018

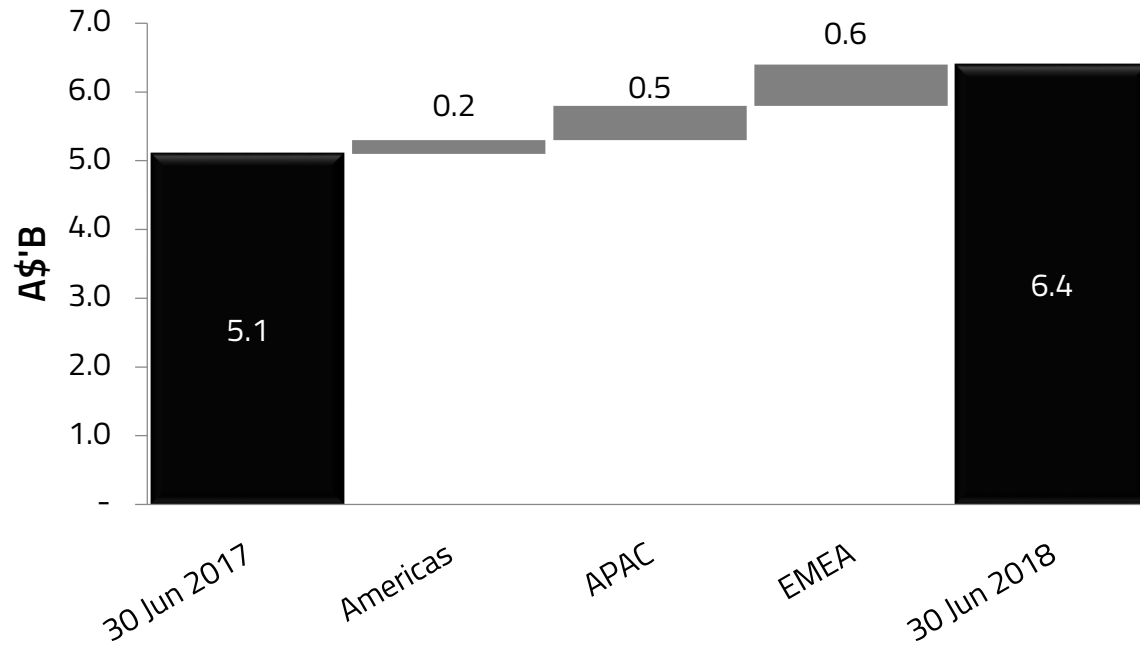




# Backlog increasing

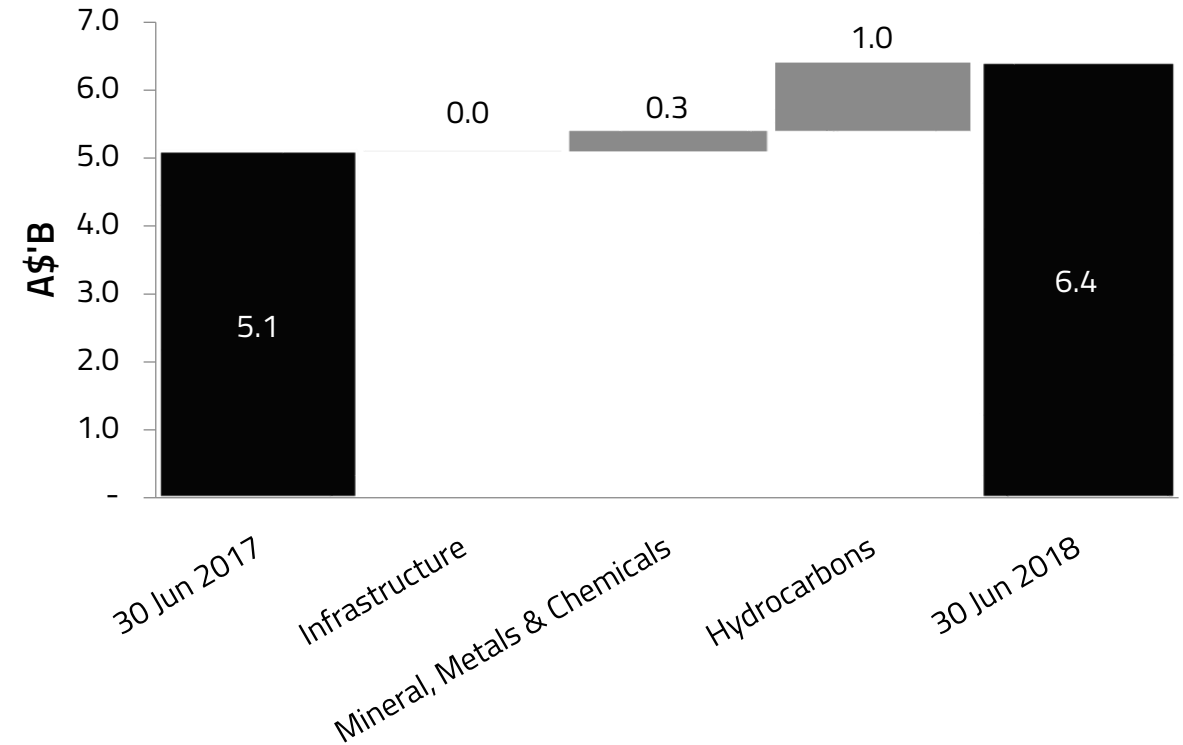
## Backlog by region

as at 30 June 2018



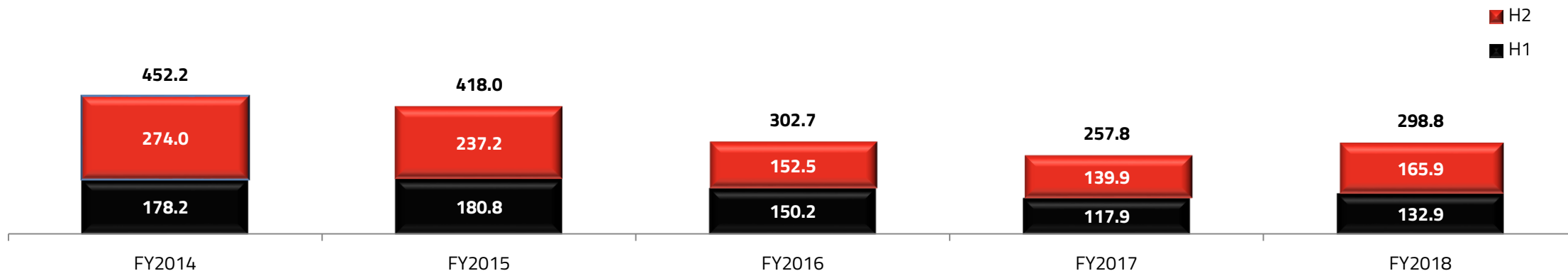
## Backlog by sector

as at 30 June 2018

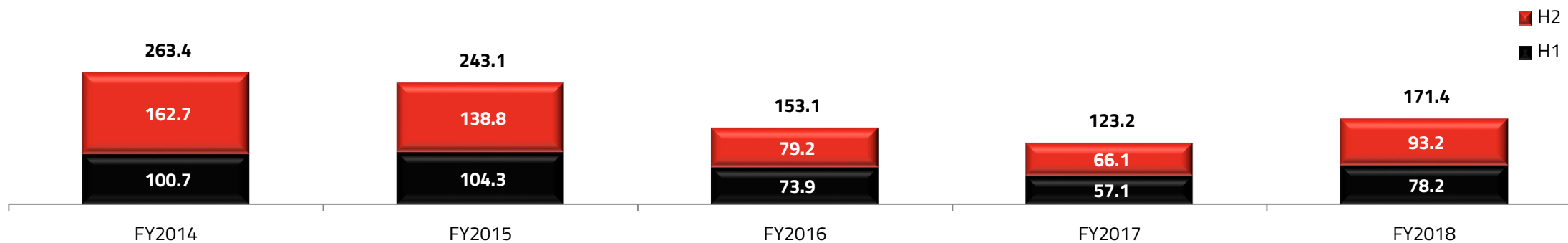


# Underlying earnings profile

## Group Underlying EBIT \$m

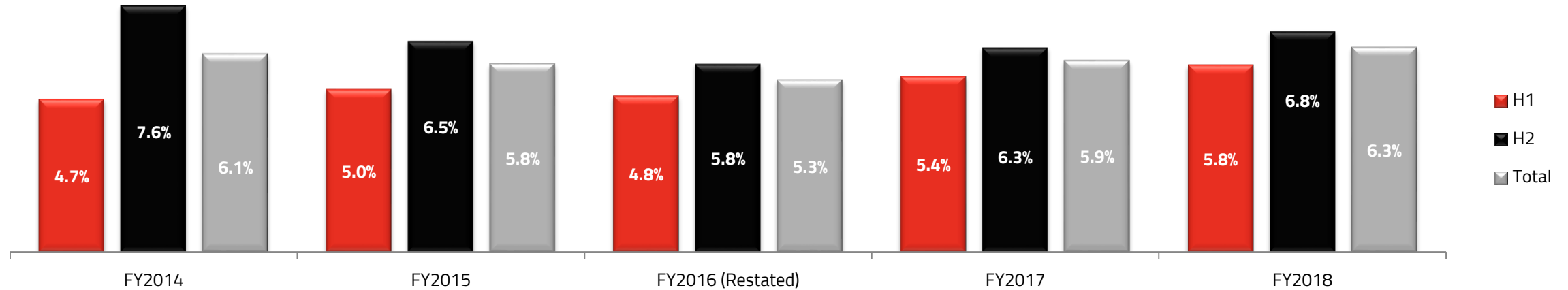


## Group Underlying NPAT \$m

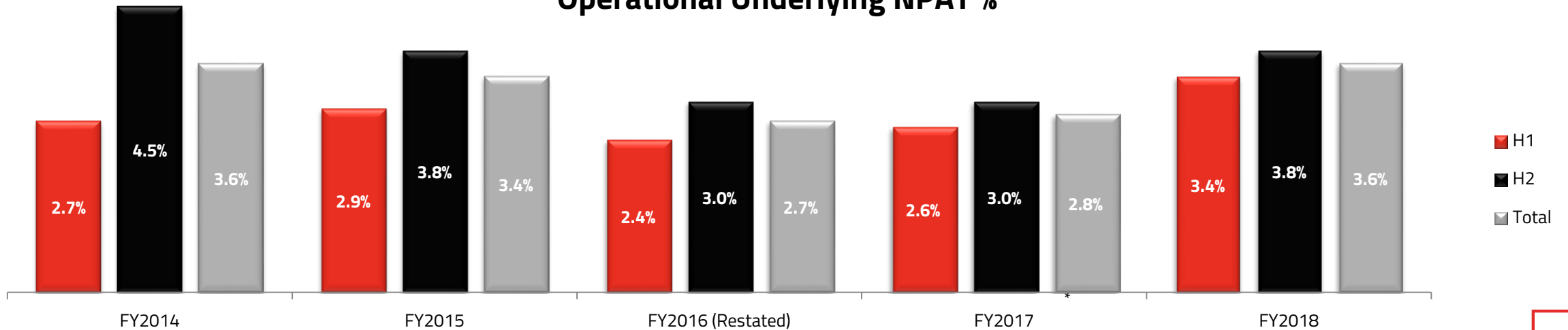


# Margin profile

## Operational Underlying EBIT %



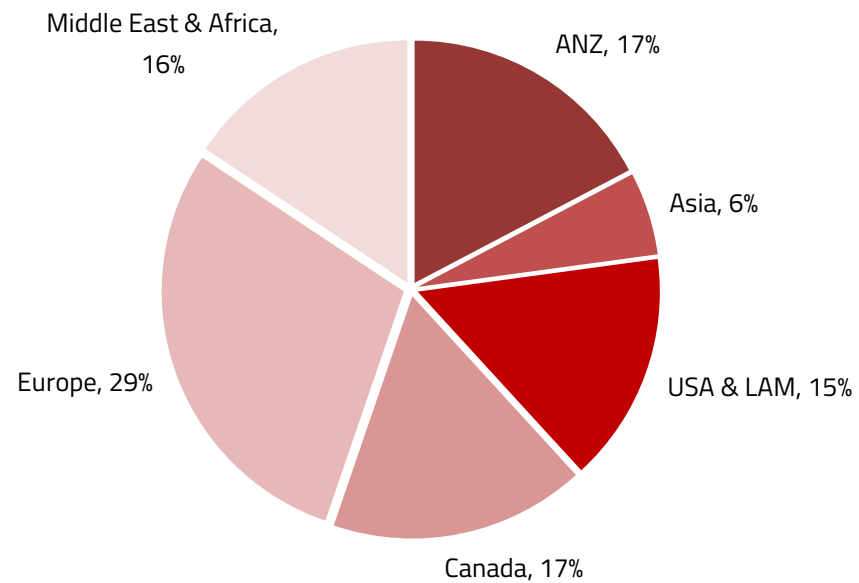
## Operational Underlying NPAT %



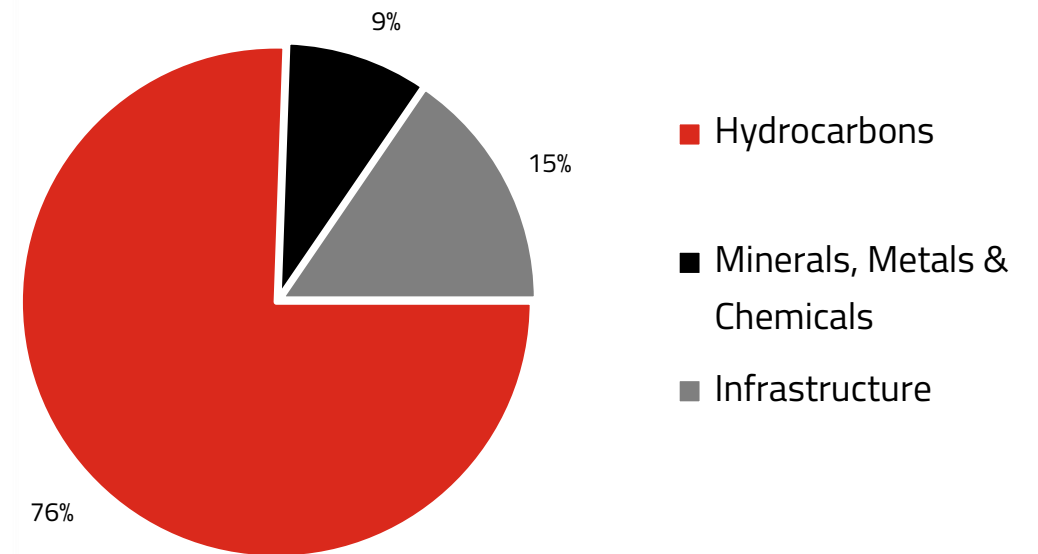
Full year results **2018**

# Revenue split

Contribution to aggregated revenue (%)



Sector aggregated revenue (%)



- Contribution from Hydrocarbons and Europe increased as a result of UK IS acquisition

# Revenue reconciliation

	FY2018 (\$m)	FY2017 (\$m)	vs FY2017
<b>Revenue and other income</b>	<b>4,835.8</b>	5,220.6	(7.4%)
Less: Procurement revenue at nil margin	(94.4)	(826.2)	(88.6%)
Less: Pass through revenue at nil margin	(157.3)	(229.0)	(31.3%)
Plus: Share of revenue from associates	170.6	218.7	(22.0%)
Less: Interest income	(5.5)	(7.1)	(22.5%)
<b>Aggregated revenue*</b>	<b>4,749.2</b>	4,377.0	8.5%
Professional services	3,850.6	3,548.4	8.5%
Construction and fabrication	552.5	502.8	9.9%
Procurement revenue at margin	337.9	316.2	6.9%
Other income	8.2	9.6	(14.6%)

\*Aggregated revenue is defined as statutory revenue and other income plus share of revenue from associates, less procurement revenue at nil margin, pass-through revenue at nil-margin and interest income. The Directors of WorleyParsons Limited believe the disclosure of the share of revenue from associates provides additional information in relation to the financial performance of WorleyParsons Limited Group.

# EBIT reconciliation

	FY2018 (\$m)	FY2017 (\$m)
<b>EBIT</b>	<b>263.8</b>	<b>129.6</b>
Add: staff restructuring costs	-	59.2
Add: onerous lease contracts	12.2	24.2
Add: other restructuring costs	14.2	38.9
Add: acquisition costs	5.9	-
Add: impairment of associate intangible assets	2.7	2.3
Add: onerous engineering software licenses	-	3.2
Add: net loss on sale of assets held for sale	-	0.4
<b>Underlying EBIT*</b>	<b>298.8</b>	<b>257.8</b>

\* The underlying EBIT result excludes staff and other restructuring costs, acquisition costs, onerous lease contracts, impairment of associate intangibles, and net loss on sale of assets held for sale.



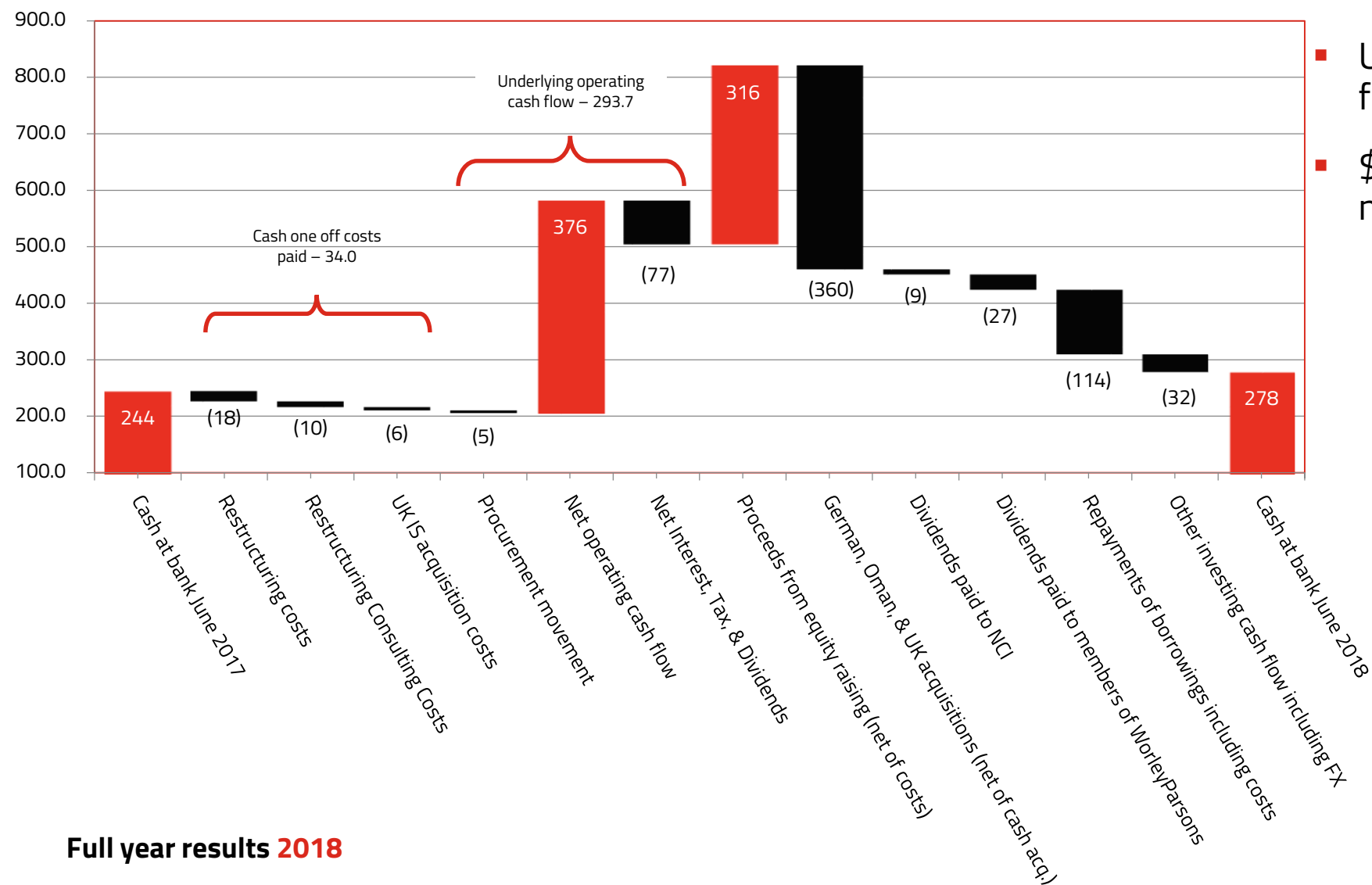
# Cash flow

	FY2018 (\$m)	FY2017 (\$m)
EBIT	263.8	129.6
Add: Depreciation, amortization	68.0	80.8
Less: Interest and tax paid	(81.5)	(45.8)
Add / (Less): Working capital/other	9.4	(85.7)
Net cash inflow from operating activities	259.7	78.9
<i>Cash restructuring costs paid</i>	34.0	101.3
<i>Underlying operating cash flow</i>	293.7	180.2
<i>Net procurement cash outflow</i>	4.8	43.8
<i>Underlying operating cash flow net of procurement cash flows</i>	298.5	224.0

- Cash flow improved on better operating performance and lower restructuring costs

# Cash flow

## Bridge to cash balance



- Underlying operational cash flow \$293.7m
- \$34.0m of cash out for one off non-trading items

# Liquidity and debt maturity

Liquidity Summary \$m	FY2018	FY2017	change
Loan, finance lease & overdraft facilities	1,677	1,835	(8.6%)
Less: facilities utilized	(1,008)	(1,106)	(8.9%)
Available facilities	669	729	(8.2%)
Plus: cash	282	252	11.9%
Total liquidity	951	981	(3.1%)
Bonding facilities	1,221	1,117	9.3%
Bonding facility utilization	43%	51%	(8.0pp)

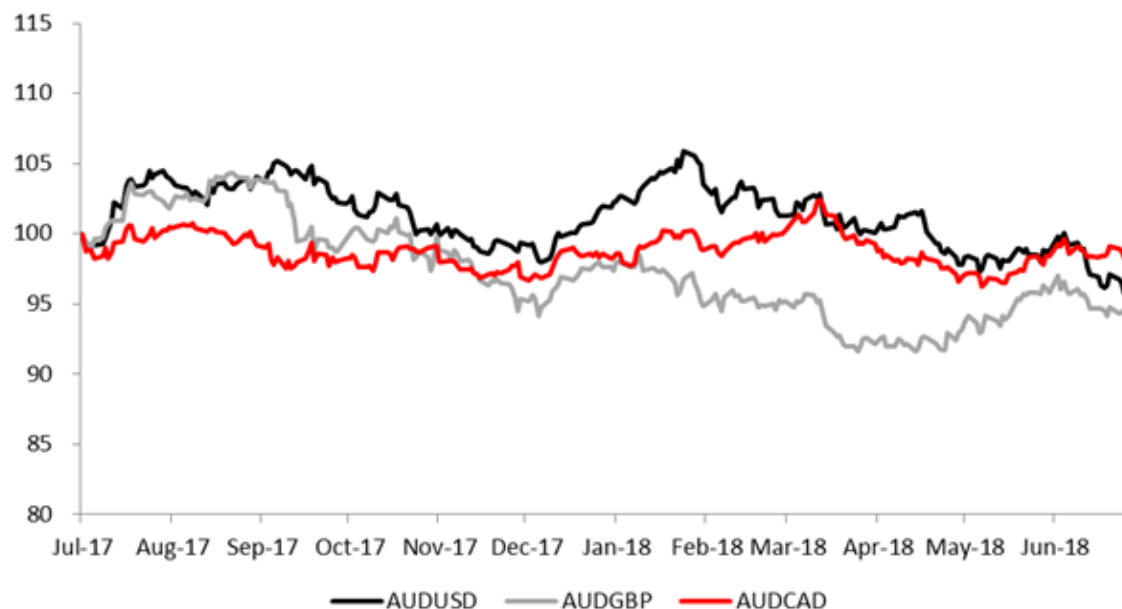
- Sufficient liquidity, bonding and debt facilities

# US tax changes

- The charge to tax expense related both to the potential loss in future years of currently available deductions and to the reduction in the US corporate tax rate from 35% to 21%
- The reduction in the corporate tax rate required a revaluation of the US group's deferred tax assets at the lower rate
- Items that had given rise to material deferred tax assets for the US group included net operating losses, carried forward foreign tax credits and certain employee provisions
- The charge to tax expense has no impact on the cash tax payable position of the Group for the year ended 30 June 2018
- Of the 42 countries where WorleyParsons has operations, only four have corporate tax rates higher than Australia

# Foreign exchange translation impact

Movement in major currencies against AUD (indexed)



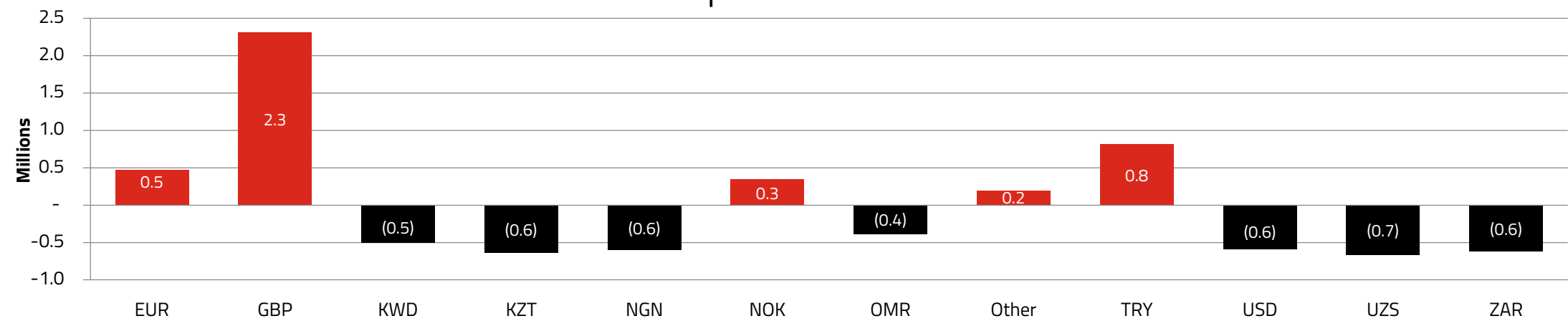
Currency	AUD \$m NPAT translation impact of 1c Δ
AUD:USD	0.14
AUD:GBP	0.36
AUD:CAD	0.06

Currency	Average exchange rate movement	Spot exchange rate movement
BRL	5.6%	11.9%
CAD	(1.7%)	(2.4%)
CNY	(1.7%)	(6.5%)
EUR	(6.1%)	(5.3%)
GBP	(3.2%)	(4.8%)
NOK	(2.3%)	(6.4%)
SGD	(0.9%)	(5.1%)
USD	2.9%	(4.3%)
KZT	3.2%	1.4%

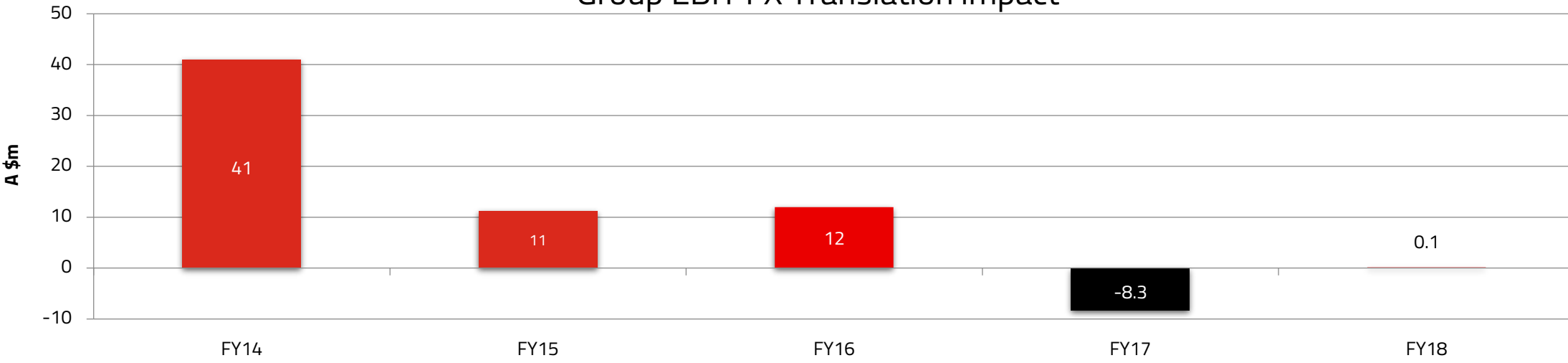
Currency	FY2018	FY2017	change
AUD:USD	77.6	75.4	2.9%
AUD:GBP	57.6	59.5	(3.2%)
AUD:CAD	98.4	100.1	(1.7%)

# Foreign exchange

Impact total EBIT



Group EBIT FX Translation impact



Full year results 2018



# Acronyms

ADNOC – Abu Dhabi National Oil Company

APAC – Australia, Pacific, Asia, China

AM – Americas

ASX – Australian Securities Exchange

CPS – Cents Per Share

CO2e – Carbon dioxide equivalent

DSO – Day Sales Outstanding

EBIT – Earnings Before Interest and Tax

EBITDA – Earnings Before Interest and Tax, Depreciation and Amortization

EMEA – Europe, Middle East and Africa

EPC – Engineering, Procurement & Construction

EPCIC – Engineering, Procurement, Construction, Installation & Commissioning

EPFC – Engineering, Procurement, Fabrication & Construction

EPS – Earnings Per Share

FEED – Front end engineering and design

FID – Final Investment Decision

FX – Foreign Exchange

FY – Financial Year

HSE – Health Safety and Environment

HY – Half Year

IFRS – International Financial Reporting Standards

IS – Integrated Solutions

LNG – Liquefied Natural Gas

MENA – Middle East & North Africa

MP&IS – Major Projects and Integrated Solutions

MMO – Maintenance, Modifications and Operations

NPAT – Net Profit After Tax

PMC – Project Management Consultant/Consultancy

QGC – Queensland Gas Company

TCFD – Task Force on Climate-related Financial Disclosures

TRCFR – Total Recordable Case Frequency Rate

UK IS – UK Integrated Solutions (formerly AFW UK)

YASREF – Yanbu Aramco Sinopec Refining Company

YoY – Year on Year



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