



WorleyParsons

resources & energy

Realize our future

Disclaimer

The information in this presentation about the WorleyParsons Group and its activities is current as at 26 August 2015 and should be read in conjunction with the Company's Appendix 4E and Annual Report for the full year ended 30 June 2015. 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 2015 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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WorleyParsons

resources & energy

Realize our future

New York City Investor Day 2015

Andrew Wood

12 Elements

OneWay™ Framework

Scope and Intent

The breadth and coverage of OneWay™ Elements

Elements

The twelve business areas within which specific activities need to take place in order to attain the vision of zero harm

...for each Element:

Intent

High level objectives or outcomes for the business area

Expectations

Specific behaviors, actions and/or outcomes required to meet the intent

Clarifications

Further explanation of specific behaviors actions and/or deliverables needed to meet the expectations

The Elements of OneWay™



1 LEADERSHIP AND GOVERNANCE

We are fully-committed to zero harm at all levels of our organization. Our leaders put clear strategies in place that progress us towards this goal. Effort is prioritized based on compliance and risk exposure.



2 RISK MANAGEMENT

We apply effective risk management principles and processes to enhance decision making, leverage opportunities and assist in reducing threats for all existing and planned activities.



3 CARING FOR OUR PEOPLE AND THE ENVIRONMENT

Our people are visibly and actively committed to healthy, safe and environmentally responsible workplaces and activities. We understand and manage our potential impacts on people's health and safety as well as on the environment.



4 SELECTION AND COMPETENCY

We select and recognize people who demonstrate competence and a deep commitment to our vision of zero harm.



5 WORKING WITH OUR CUSTOMERS

We understand customers' expectations, which we meet or exceed. We build strong customer relationships and utilize customers' proven standards and processes where they are consistent with our expectations.



6 ENGINEERING

Engineering develops solutions that meet our company's requirements and are compliant with our customers' needs. Design and planning minimizes risk in later phases.



7 WORKING WITH THE SUPPLY CHAIN

Goods and services provided to us or our customers meet required standards and reflect our corporate social responsibilities.



8 FIELD ACTIVITIES

We execute field activities using strategies and methods that are defined, risk assessed, understood and communicated to those involved; and deliver plant that meets design requirements.



9 MANAGEMENT OF CHANGE

We manage change in our organization, throughout projects and complete asset lifecycles. Effective change management principles are used to identify, assess, approve and implement changes.



10 CRITICAL INCIDENT AVOIDANCE, RESPONSE AND RECOVERY

We prepare for and manage critical incidents.



11 INCIDENT AND BEHAVIOR ANALYSIS

We report and investigate hazards, at-risk behaviors, incidents and near misses to identify causes. We take steps to prevent their recurrence.



12 ASSESSMENT AND IMPROVEMENT

We assess our performance and take action to continuously improve.

OneWay to Zero Harm

Our safety performance is among the best

- ▶ Employee Total Recordable Case Frequency Rate (TRCFR) for FY2015 was 0.12 (FY2014: 0.10)
- ▶ Achieved a 25% reduction in frequency rate for all employees and managed contractors
- ▶ The Group's HSE Committee has determined the following priorities for FY2016:
 - Road Safety program
 - Fatigue management
 - Grinder safety
 - Contractor safety



Agenda

Context

- ▶ Financial Year 2015 in review

Corporate strategy

- ▶ Strategic framework
- ▶ Purpose
- ▶ Realize our future
- ▶ 5 strategic themes, 5 projects

Sector strategies

- ▶ Hydrocarbons
- ▶ Minerals, metals and chemicals
- ▶ Infrastructure

Financials

- ▶ Risk management framework
- ▶ Headroom and liquidity
- ▶ Strategy funding requirements



Financial Year 2015 in review - Overview

Positioning for the future

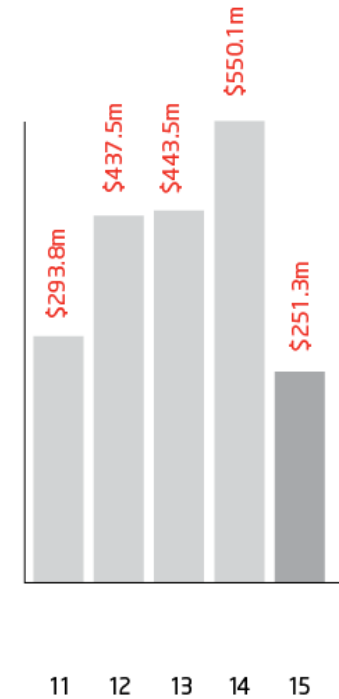
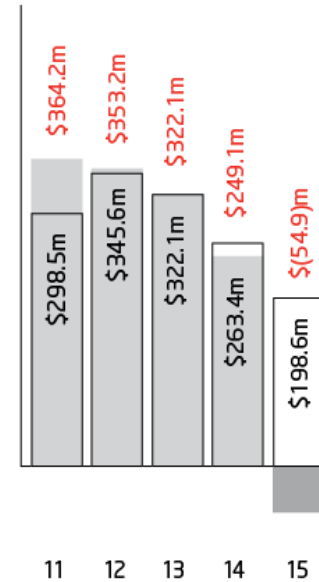
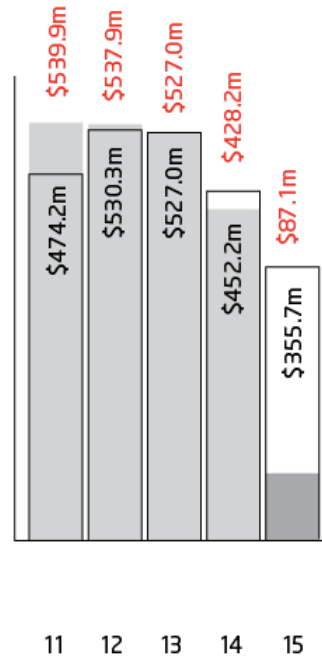
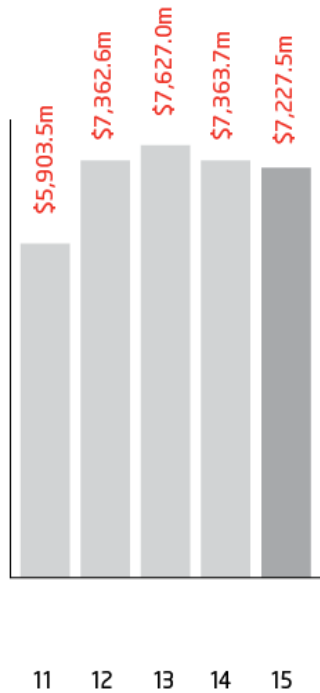
- ▶ Subdued activity across total resource sector, both capex and opex
- ▶ Revenue remains resilient – high proportion reimbursable
- ▶ Customers reporting improved performance
- ▶ Cost reduction to stay competitive
- ▶ Sound financial position
- ▶ 105 significant contract awards
- ▶ Taking action to ensure sustainable business
- ▶ Deploying strategy for growth in medium to long term
- ▶ Focusing on:
 - Remaining competitive
 - Improving delivery to customers
 - Improving returns to shareholders
- ▶ Final dividend of 22.0 cps, Total dividend of 56.0 cps



Financial Year 2015 in review - Group Financial Highlights

5 year trend

Aggregated revenue	Underlying EBIT	Underlying NPAT	Cashflow from operations
\$7,227.5m	\$355.7m	\$198.6m	\$251.3m



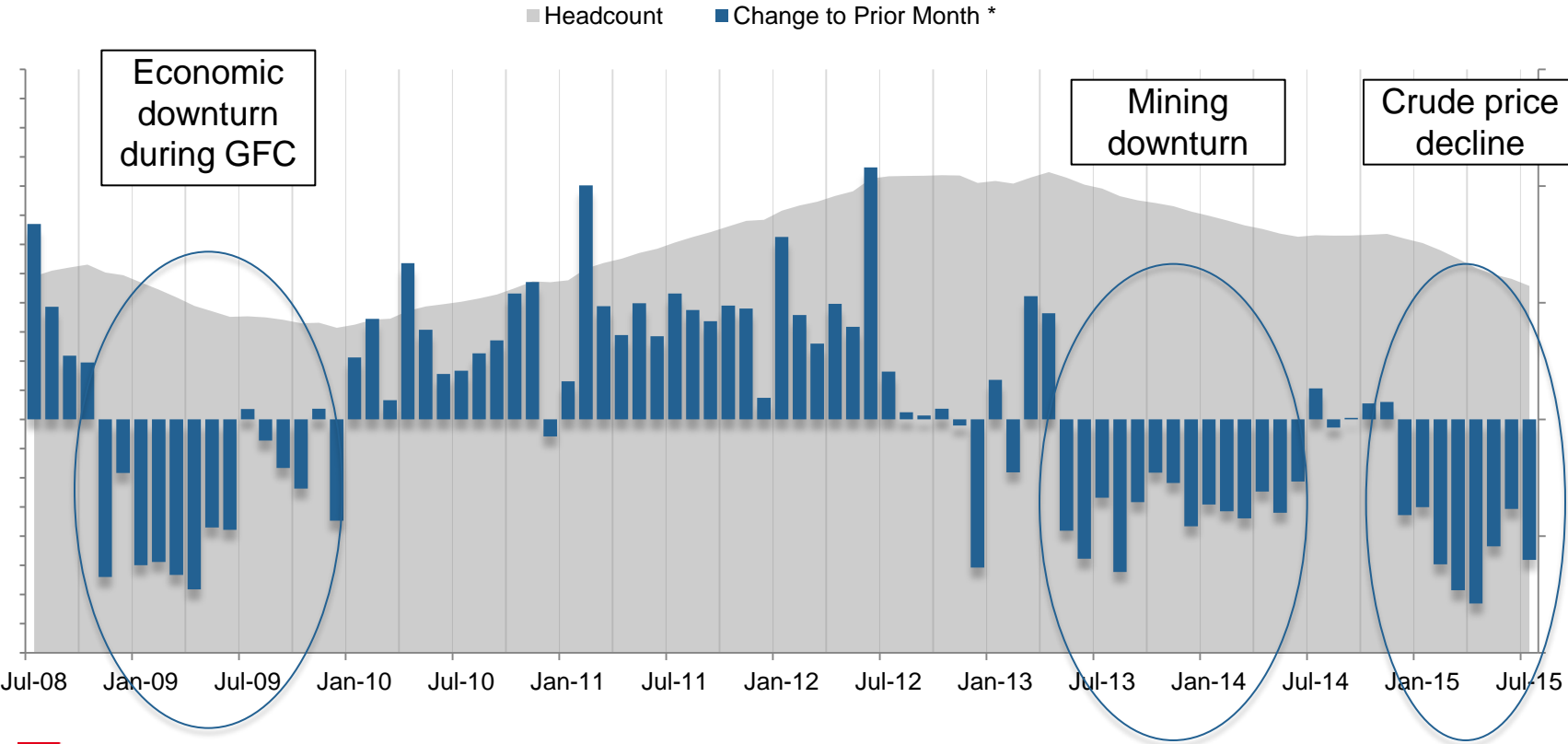
Underlying result



Financial Year 2015 in review – Headcount movements

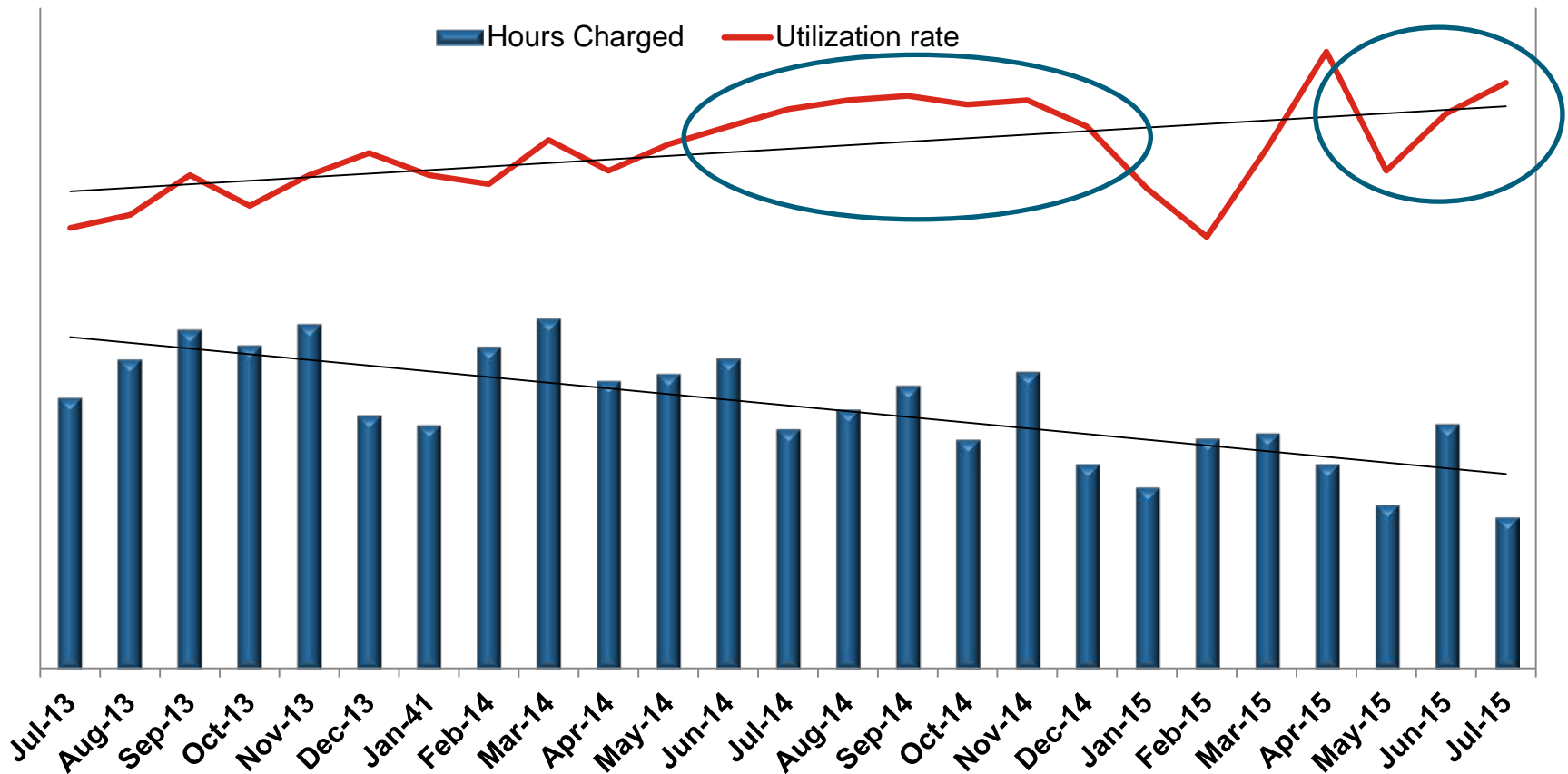
Continually adjusting the business to suit the market

Global headcount



Financial Year 2015 in review – Utilization trending upwards

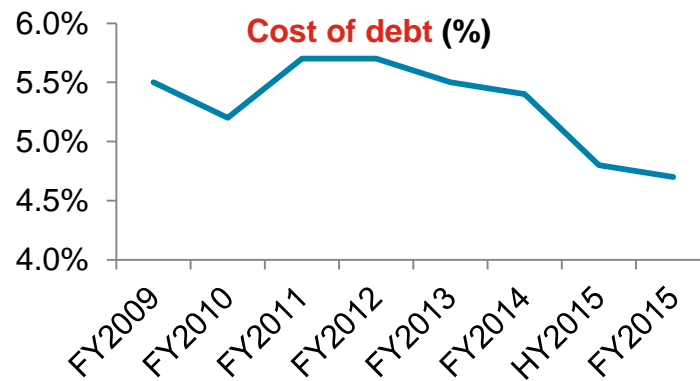
Monthly hours charged versus utilization rate



Financial Year 2015 in review – Taking action

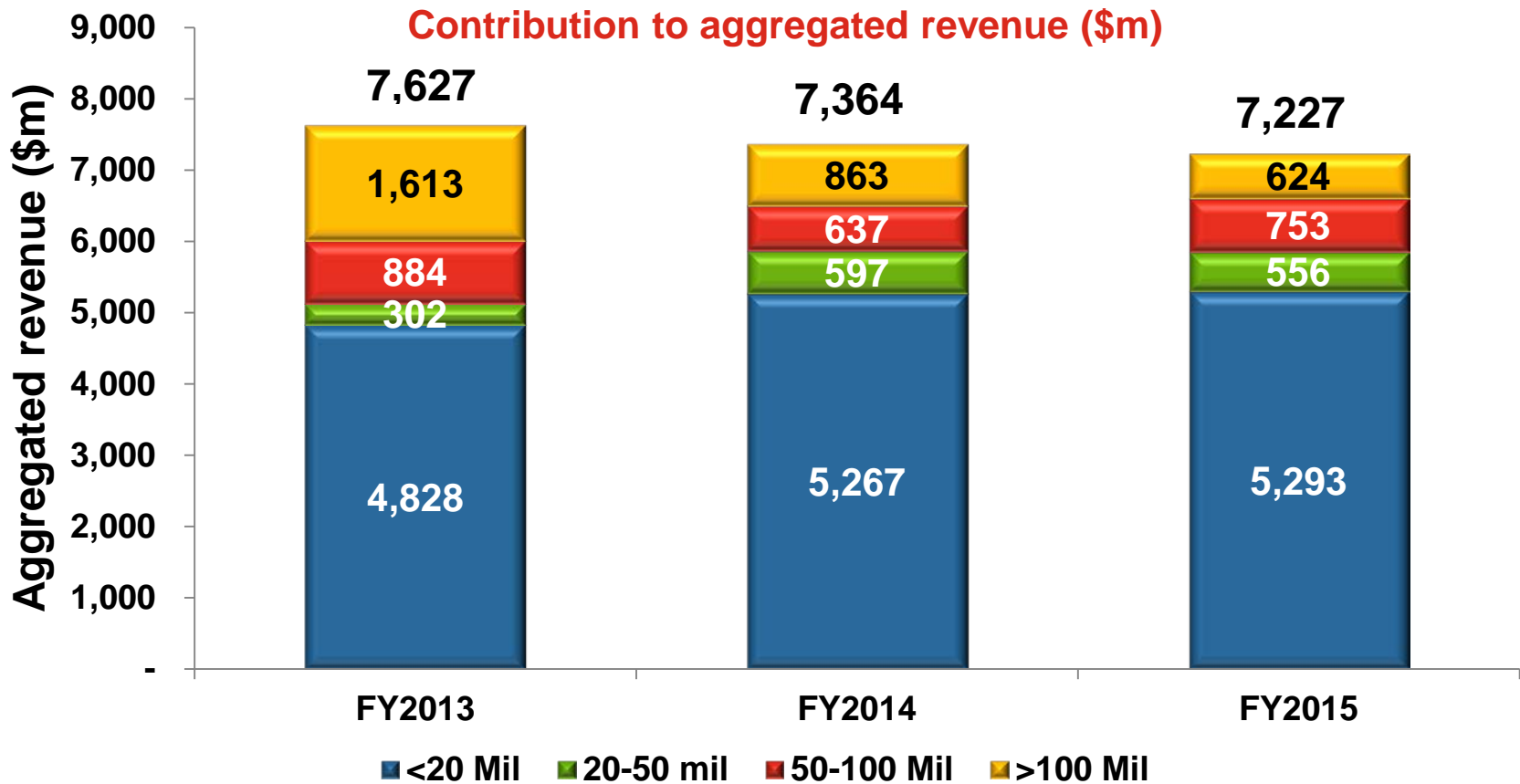
Other cost reduction measures

- ▶ Transferring selected operations to lower cost execution centers
- ▶ Transitioning IT costs from fixed to variable
- ▶ Increasing occupancy levels in offices
- ▶ Lowering average cost of debt



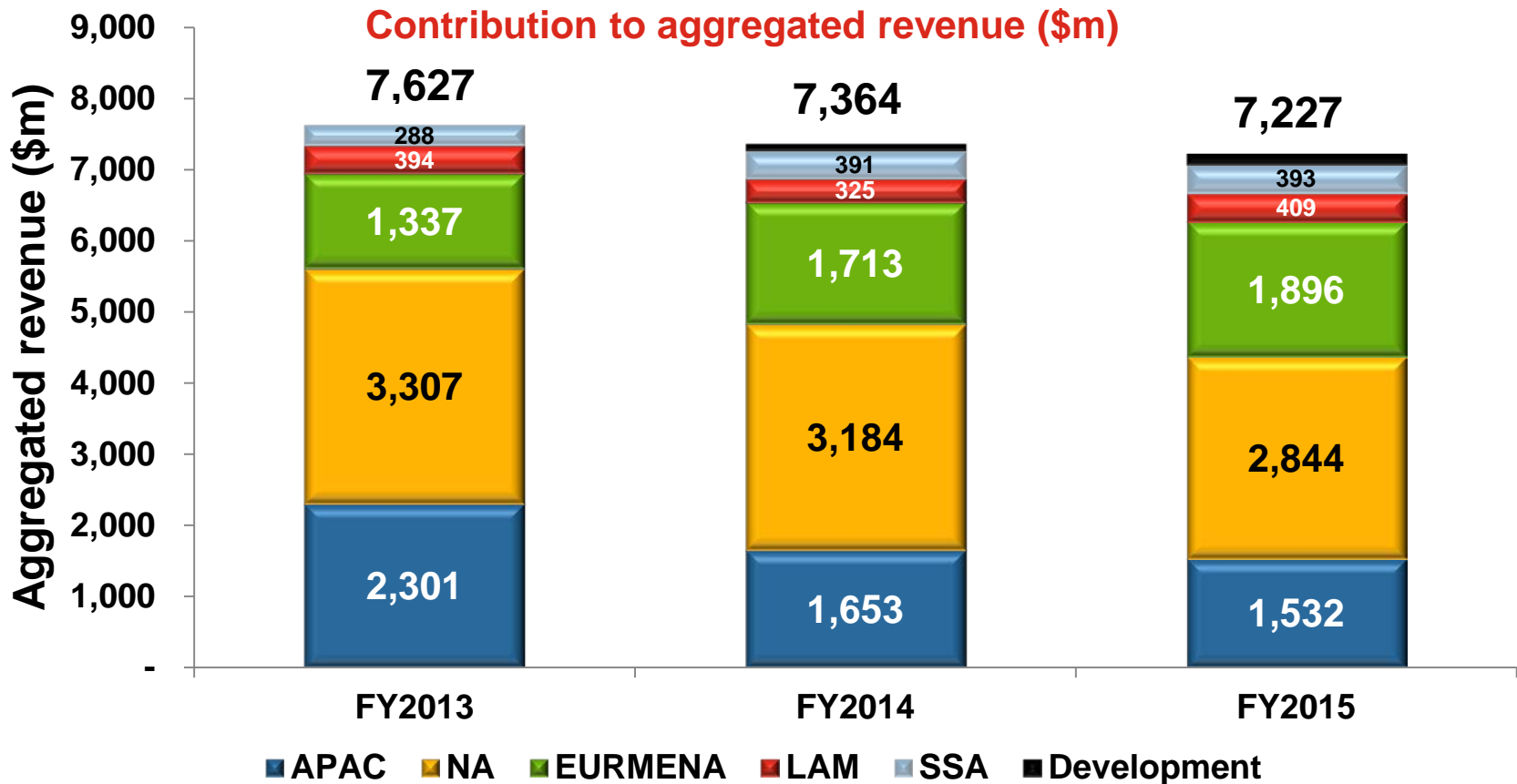
Financial Year 2015 in review - Contract revenue contribution

Majority of earnings come from smaller contracts



Financial Year 2015 in review – Regional contribution to revenue

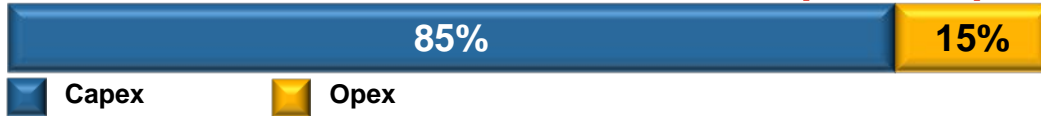
EURMENA region growing its contribution



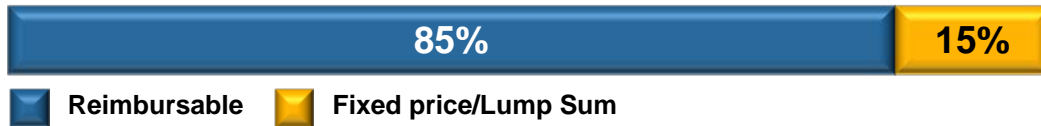
Group profile

Strength from diversity

Capex vs opex



Commercial model



Business lines



Sectors

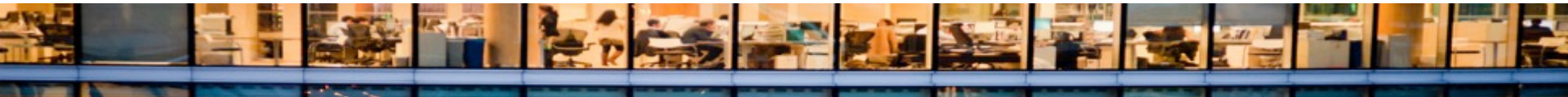


Customers



Typical project duration
1 – 60 months

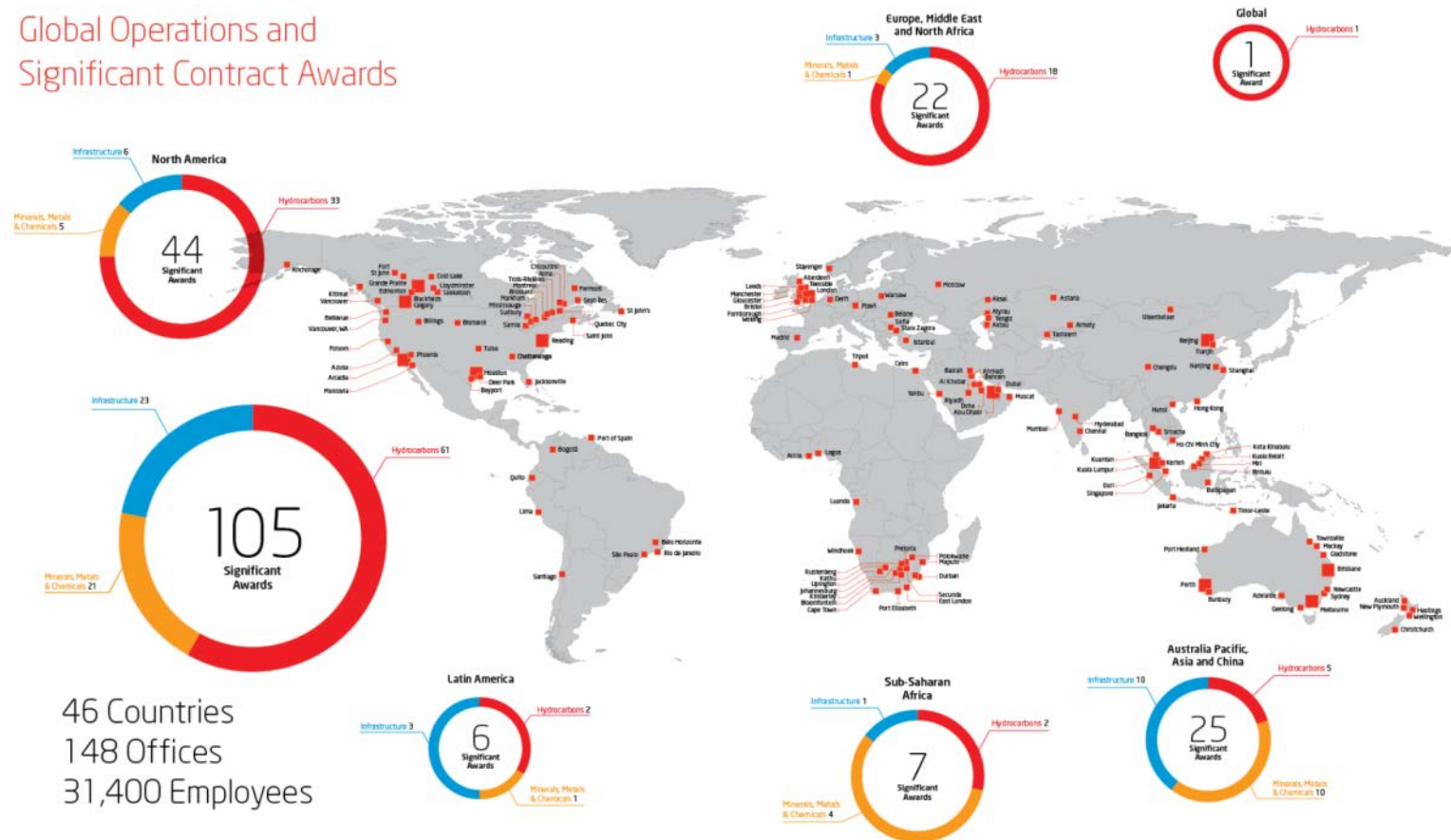
Typical order book visibility
1 – 36 months



Financial Year 2015 in review - Significant awards

105 significant awards, 16 awards announced to ASX

Global Operations and Significant Contract Awards



Significant awards have over \$1 million EBIT over the contract life. ASX announcements are contracts with over \$5 mil EBIT over the contract life or strategic awards.



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Strategic framework

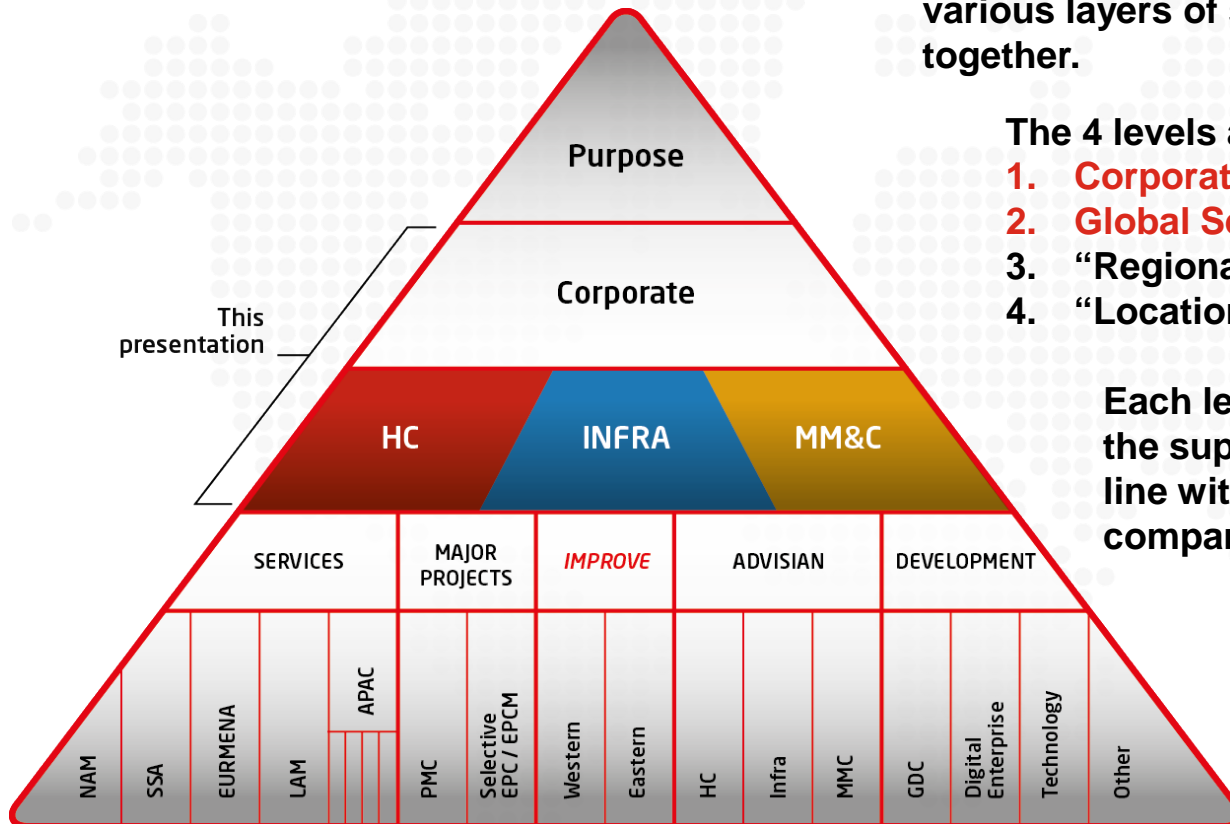
Corporate and global sector strategies

The strategy pyramid shows how the various layers of strategic effort fit together.

The 4 levels are

1. Corporate Strategy
2. Global Sector Strategy
3. “Regional” Strategy
4. “Location” Strategy

Each level builds on the success of the supporting level and each is in line with the overall purpose of the company , namely



Purpose



We are a professional services business, a partner in delivering sustained economic and social progress, creating opportunities for individuals, companies and communities to find and realize their own futures.

We can only do this with the support of our shareholders, earned by delivering earnings growth and a satisfactory return on their investment.

Realize our future

Context: External changes

Unstoppable Trends - Driving long term market dynamics

STRATEGY WEDGE

Wings as to Pay

Claws

Recent Market Shifts Impacting current market response

Many stories

NPAT

time

Technical Capability & Local Presence

Five Strategic Themes

Five projects

We will do whatever it takes to...

01 Build world class consulting business and dominate the early project phases

02 Be the global PMC provider of choice

03 Build a leading major improve business

04 Be the smartest most agile local service provider

05 Use Global Delivery Centers to immediately boost our competitiveness and become the leading company in our industry in applying digital technology to the delivery of our future services and to enhance our customers' businesses

do whatever it takes

A company that...

Outcome = Growth

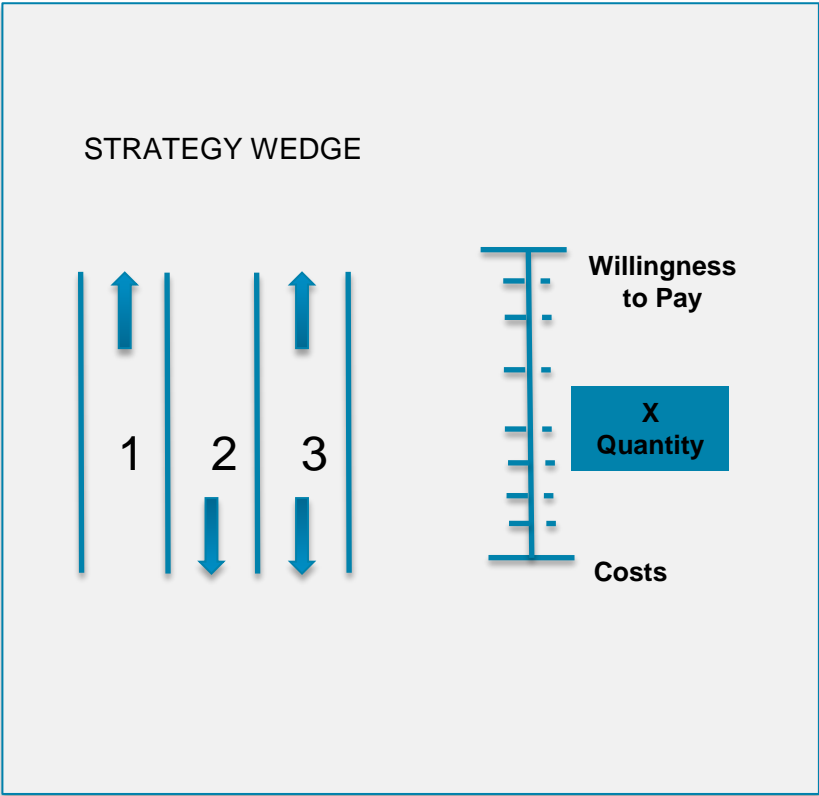
Leadership, Culture, Technology

Engages customers & delivers customer value

Vision & Purpose



Realize our future – External challenges



The paradigm shift from peak oil to shale revolution

Structural shift in the hydrocarbons market

- ▶ Oil market investment over the last decade driven by concept of peak oil
- ▶ Drove investment into frontier regions and harder to extract reserves
- ▶ Shale revolution in North America disrupted that trend
- ▶ Supply can be incrementally increased without major investment
- ▶ Combined with demand decline to create challenging market conditions
- ▶ Similar situation in other resources related subsectors

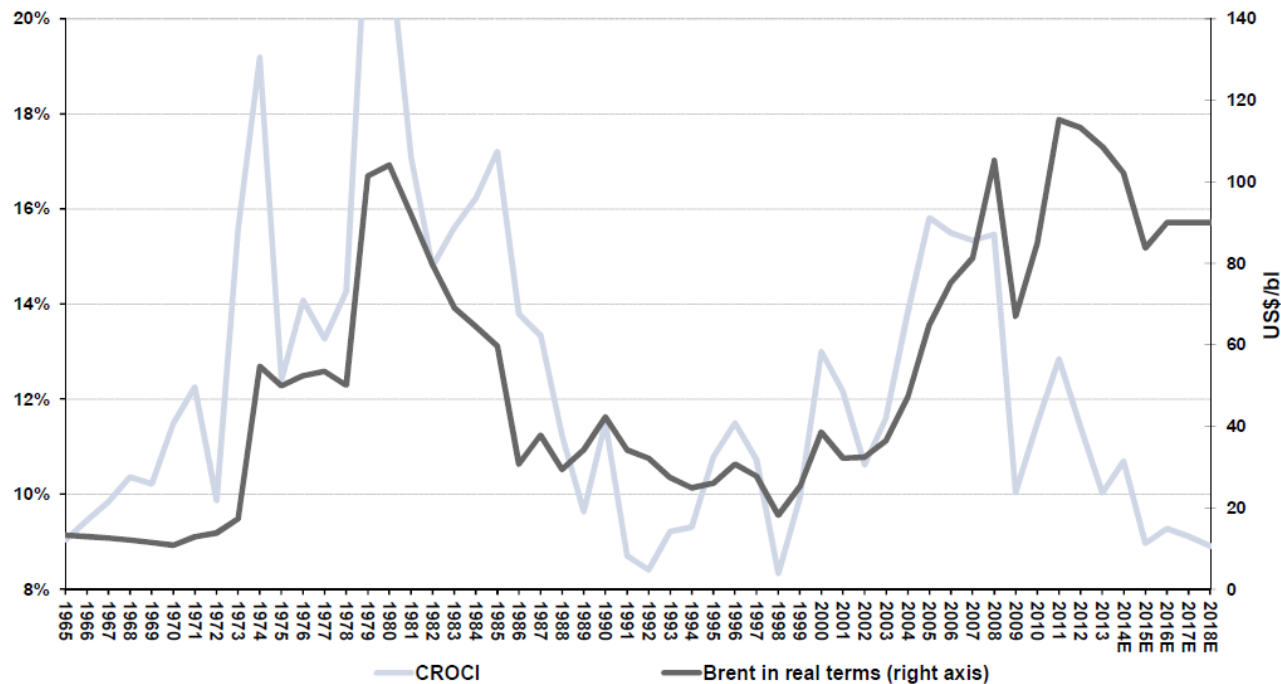


Return on investment declined long before commodity price falls

Customers were questioning investments in 2013

Exhibit 2: Big Oils returns are already at historical lows; improved capital efficiency will be key

Big Oils (BP, Shell, ExxonMobil) cash returns vs. Brent in real terms



Source: BP Statistical Review of World Energy, Goldman Sachs Global Investment Research.



Long term strategy based on unstoppable trends

OPPORTUNITIES FOR WORLEYPARSONS		
	Climate Change	Growth of renewables Power Plant Retrofits, Decoms and Advisory service Carbon Capture & Storage
	Urbanisation	Continued investment in new and existing developments Access to water with 90% of pop growth in water scarce areas
	Food Security	Tier 1 and 2 customers are investing in mined fertilizers – Potash and Phosphate Water sourcing and conservation
	Commoditization of Engineering	Value recognised in specialist services (productivity enhancement, Advisory and technical capability) Enhanced GDC delivery
	Social Licence	Community & stakeholder engagement Government and industrial relations
	Energy and Resource Security	Advisory & execution support for customers investing in foreign markets Including Chinese, NOCs, ASX, TSX & LSE listed companies
	Water Scarcity	Water scarcity is a key issue for majority of our customers Water sourcing, treatment and disposal Water advisory
	Disruptive Technology	Develop an integrated digital environment & workflow with the GCDs Leverage of technology partnerships
	Resource Depletion	Life of mine extension and new developments Asset optimisation and management Brownfield expansions and upgrades
	Emerging Global Talent Pool	Explore sources & strategies to secure talent Assist customers in access to global talent & drive new ways of working together

Near term, business re-positioning for recent market shifts



Oil Price Shock

OPPORTUNITIES FOR WORLEYPARSONS	
	<ul style="list-style-type: none"> • Asset productivity enhancement focus • Enhanced Oil Recovery • Refining industry margins uptick • Increase in Chemicals activity in SE Asia and ME



Low Gas Price

	<ul style="list-style-type: none"> • Chemicals and Petrochemicals activity • Uptick in high energy intensity processes, including Aluminium
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Fall in Iron Ore, Cu & Coal Price

	<ul style="list-style-type: none"> • Productivity advisory and enhancement • Supply chain optimisation • Capital intensity upgrades & expansions
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Increase in LSTK

	<ul style="list-style-type: none"> • Partnering with EPCs • Owner's Engineer , IPMT and PMC roles
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Increased Development costs

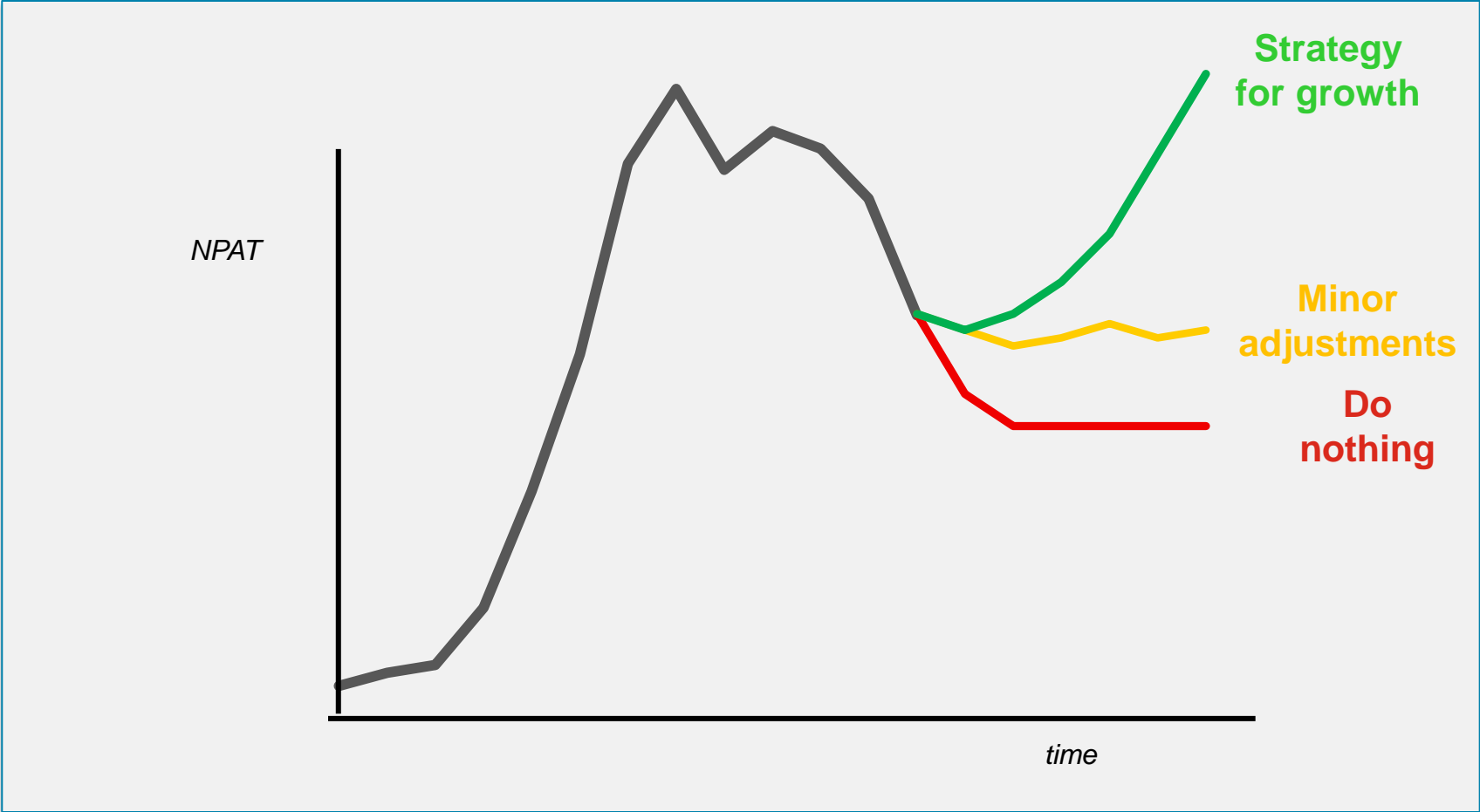
	<ul style="list-style-type: none"> • Asset portfolio optimisation • Brownfield asset management • China sourcing and modularisation • Alternate project delivery models
--	---



Geopolitical

	<ul style="list-style-type: none"> • Investment by NOCs overseas – Advisory, Select, OE and PMC roles to support them in those foreign markets • Customers seeking advisory and execution support in foreign markets • Capitalising on China investment
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Realize our future – through the strategy for growth



Realize our future - Vision

A company that...



Realize our future – based on our key differentiator

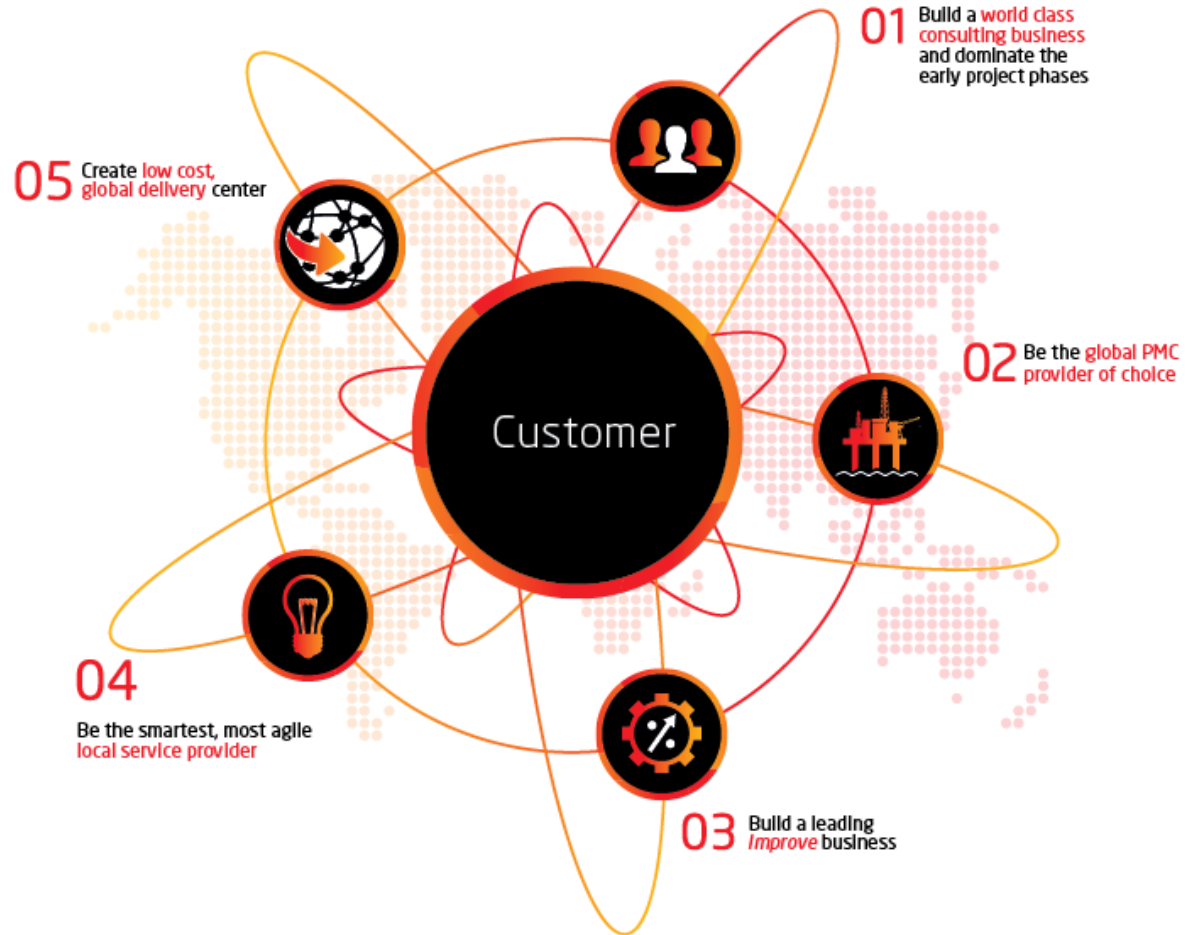


Focus on front end and *Improve*
Selective delivery offerings



5 strategic themes, 5 projects

One differentiated strategy



The right team

Leading and delivering





Advisian

WorleyParsons Group



Introducing Advisian

Advise + Technician = Advisian

Advisian is our new independent advisory and consulting business that sits alongside our other business lines of Services, Major Projects and *Improve*.

Advisian combines the technical consulting capabilities of WorleyParsons Consulting, *Select* and INTECSEA with our existing management consulting expertise.



Dennis Finn - Global CEO Advisian



Responding to the world's unstoppable trends

By **2030** the global population will be approximately **8.3 billion** and the world will need:



- Accelerating urbanisation
- Water scarcity
- Climate change
- Resource scarcity
- Food security
- Social license
- Technological change

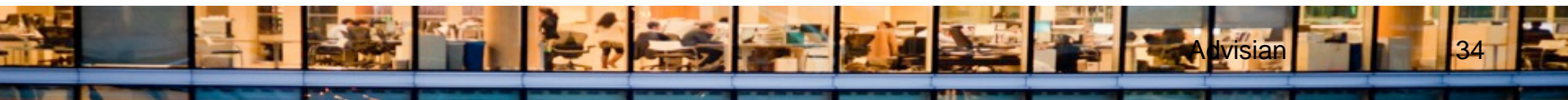
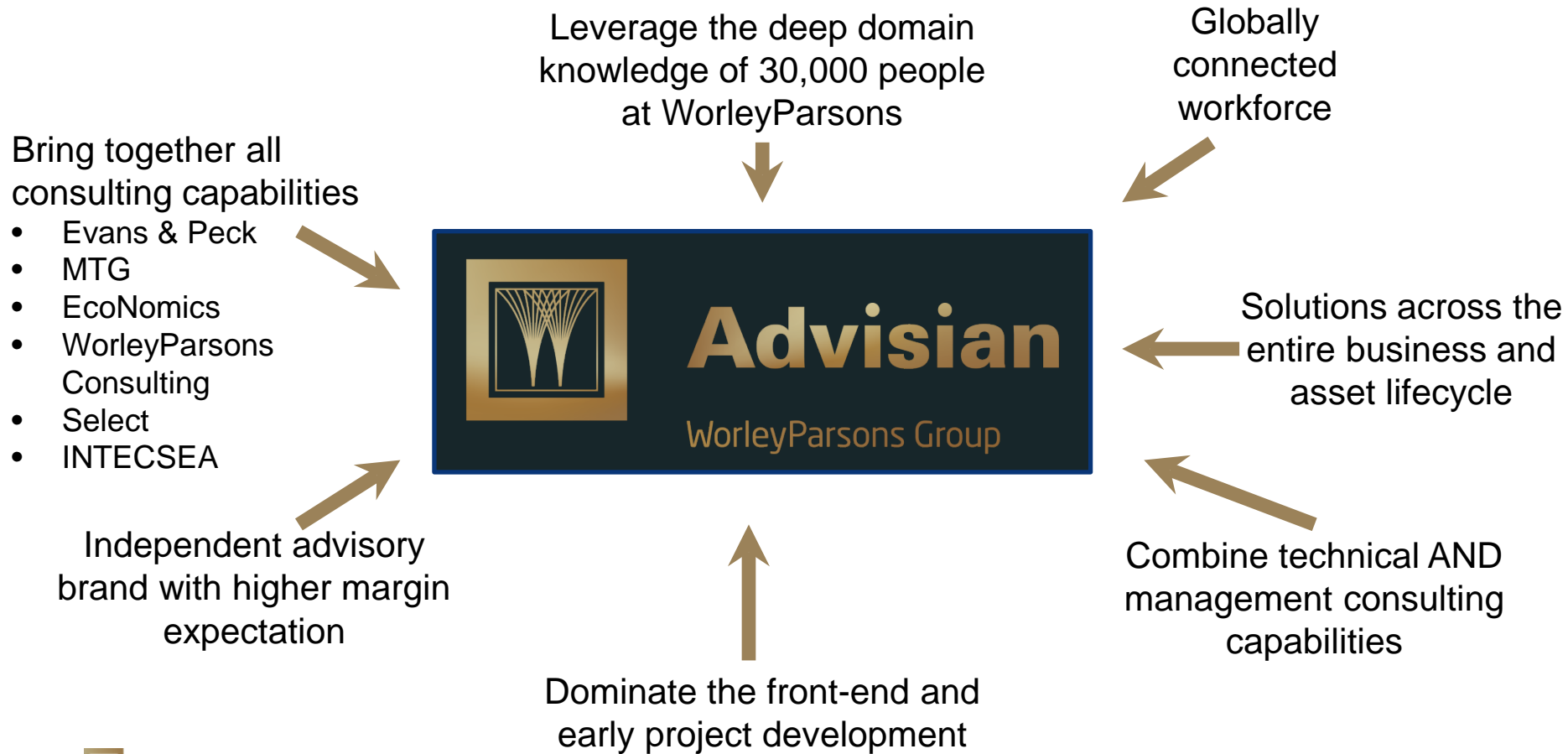
Our clients are facing increasingly complex challenges... Our relevance will come from providing globally connected solutions



Project 1



Our response is to build a global advisory and consulting business

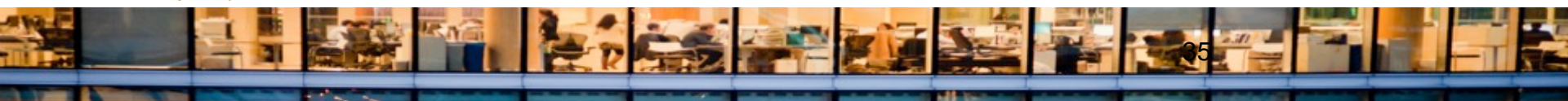
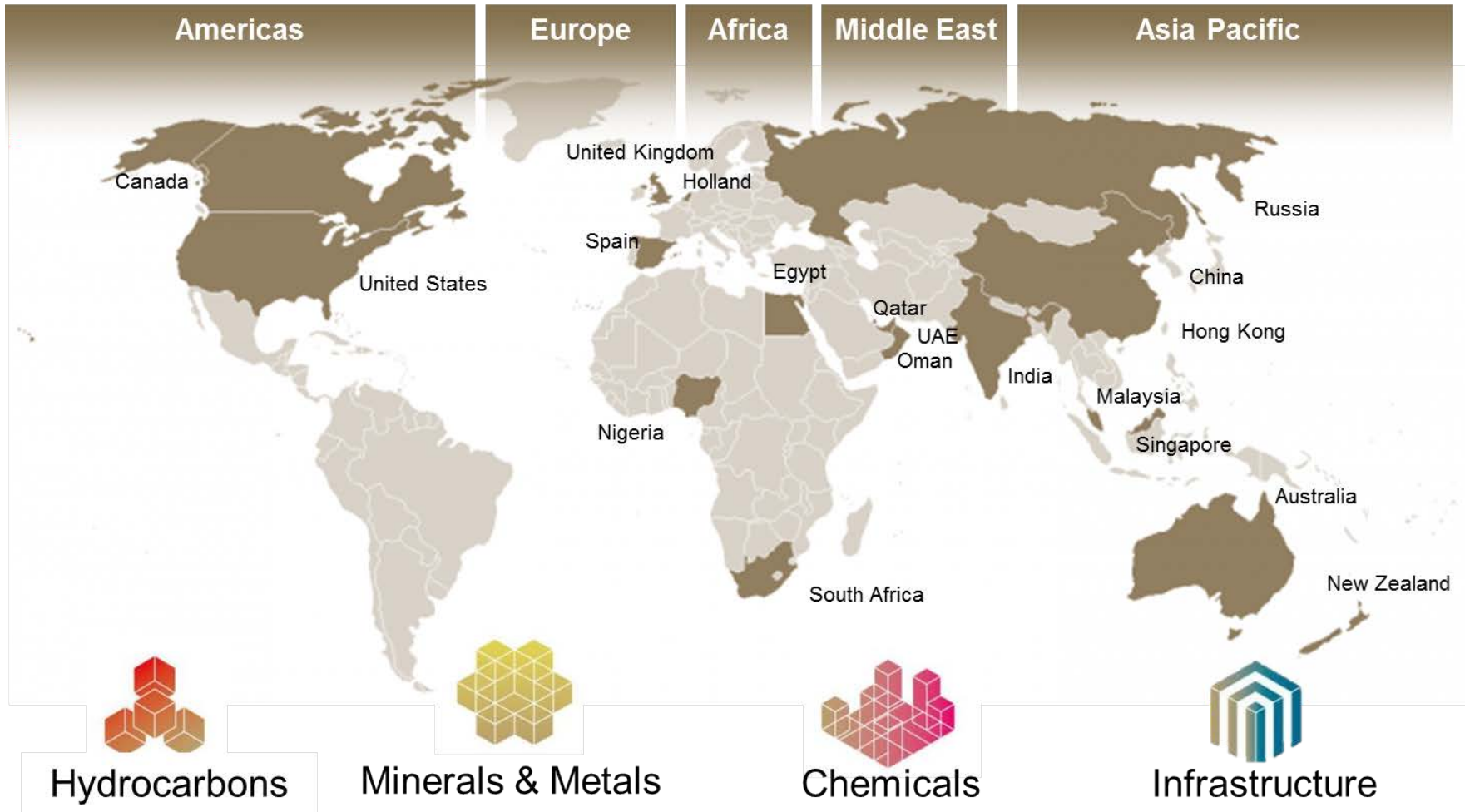




Project 1



Over 3,000 consultants in 19 countries





Project 1



Identifying growth potential by sector and geography

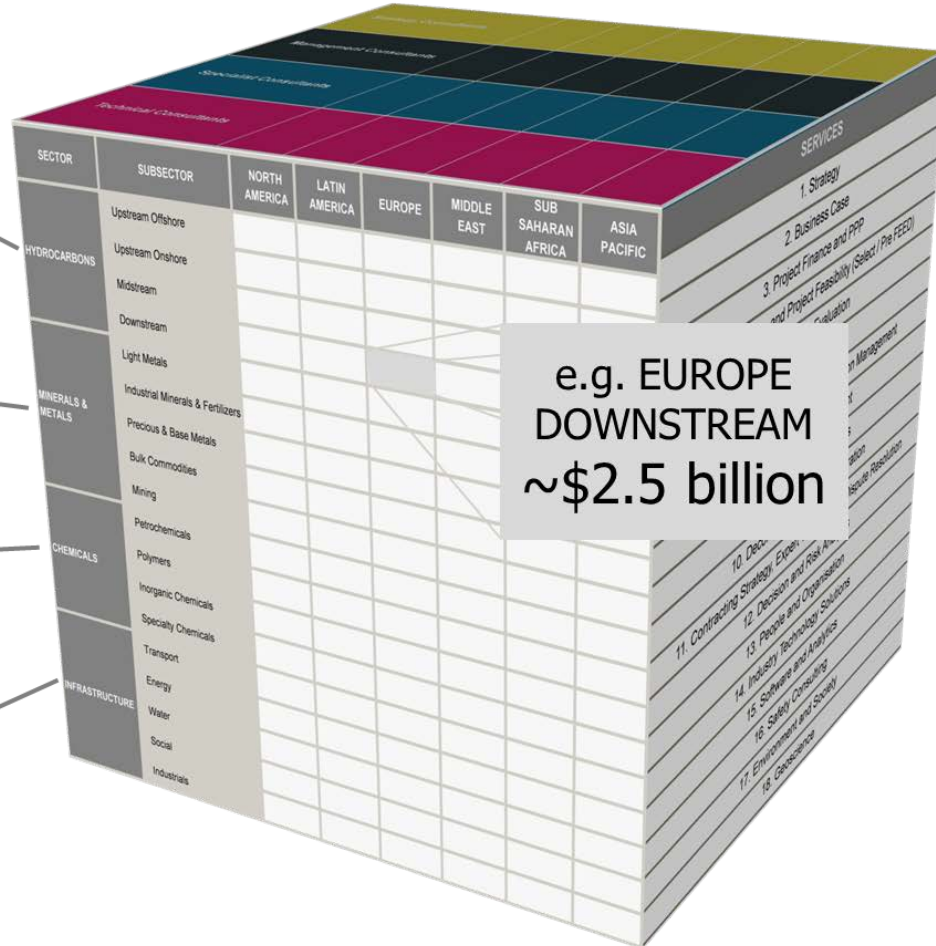
Estimated consulting market (2014)

HYDROCARBONS
~\$17.8 billion

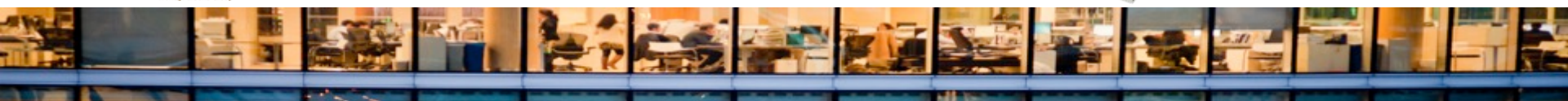
MINERALS & METALS
~\$15.6 billion

CHEMICALS
~\$8.0 billion

INFRASTRUCTURE
~\$24.5 billion



e.g. EUROPE DOWNSTREAM ~\$2.5 billion

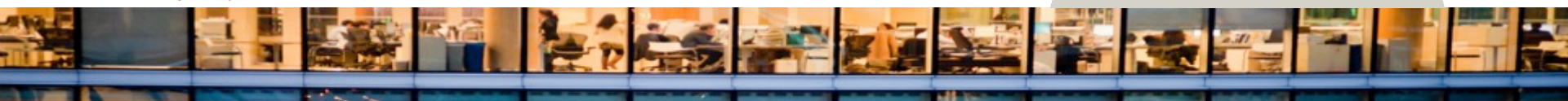
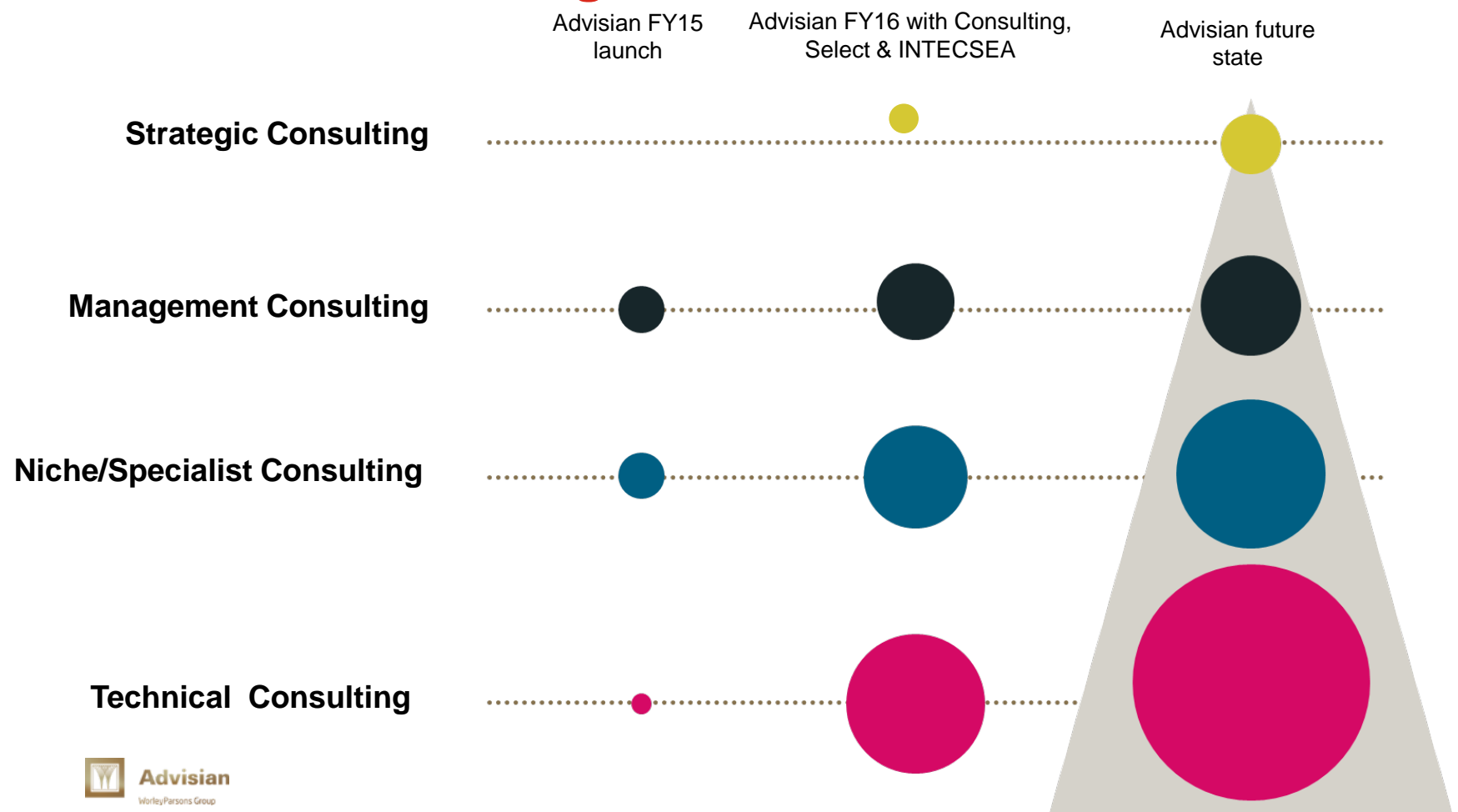




Project 1

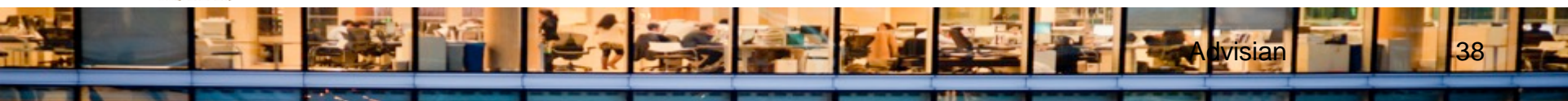
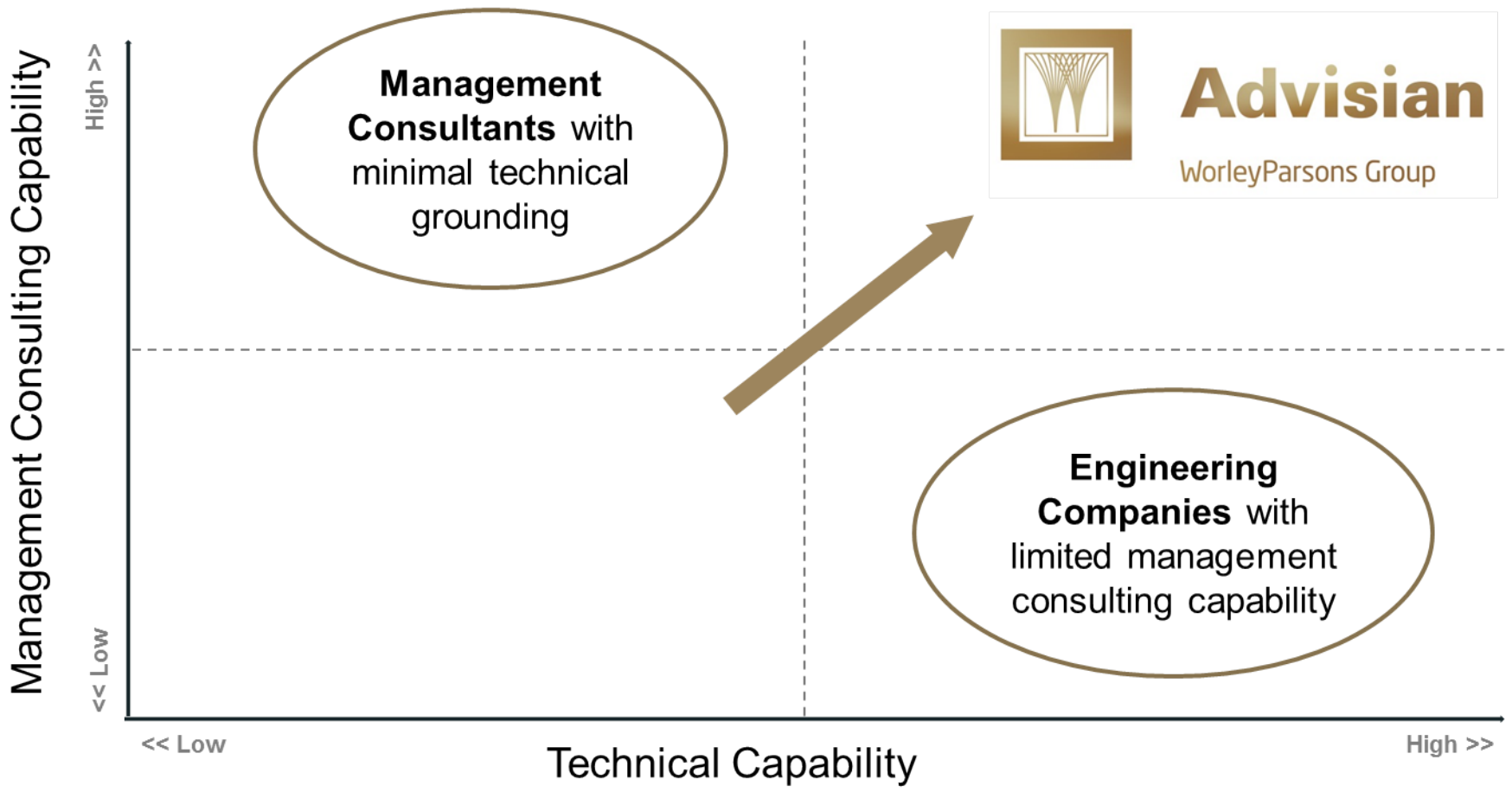


Building the right mix of management and technical consulting





Advisian vs competitors



Project 1



What makes us different?



Combination of Strategic, Management and Technical Consulting expertise

The combination of strategic, management and technical expertise provides a unique perspective through which we deliver solutions to complex challenges.



Deep domain knowledge backed by real-world experience

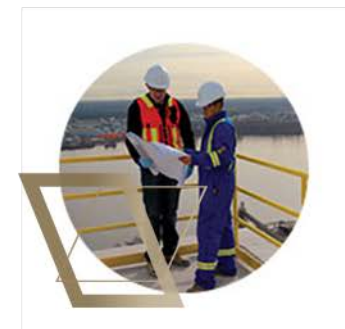
Our technical experts bring a deep understanding of assets, both existing and new, with extensive experience on many of the world's most challenging projects.



Global reach, local delivery

With over 3,000 consultants in 19 countries we draw on global skills and experiences and deliver them locally to our clients.

In addition we have access to the WorleyParsons talent base of over 30,000 people.



We advise across the entire business and asset lifecycle

From initial concepts, through to delivery, operation and post-closure; our consultants add value at all stages of the asset and business lifecycle.

Project 1



A diverse and experienced management team



Dennis Finn*
CEO



Merrick Kerr*
CFO



Ryan Hill
Global Strategy



Heather Warren
Global Chief of Staff



Steve Porter
Managing Director
Advisory
APAC



Verena Preston
Managing Director
Technical Consulting
APAC



Phil Penfold
Managing Director
Technical Consulting
Europe



Gavin Hall*
Managing Director
Advisory
Europe



Dr Gerard Dyson
Managing Director
Technical Consulting
North America



David Henderson*
Managing Director
Managing Consulting
North America



Dr Dorel Iosif*
Managing Director
Middle East



Adam Boughton
Managing Director
South Africa



Neil Mackintosh*
Managing Director
INTECSEA



Chris Gill
Sector Lead
Chemicals



Andy Cole
Sector Lead
Hydrocarbons

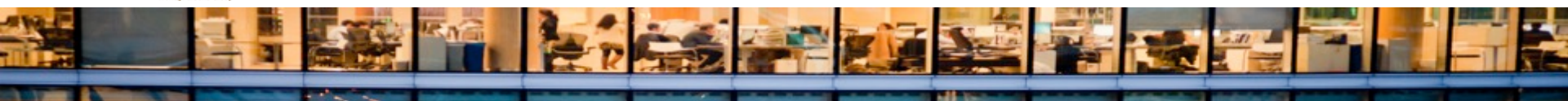


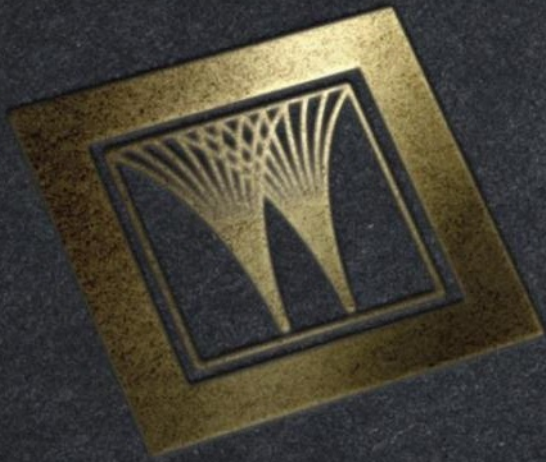
John Schepis
Sector Lead
Infrastructure



In Summary

- ▶ Advisian launched in late 2014 with the merger of three businesses - Evans & Peck, WorleyParsons EcoNomics™ and the newly acquired MTG
- ▶ The transfer of the WorleyParsons Technical Consulting, Select and INTECSEA into Advisian was completed on 1 July 2015
- ▶ Over 3,000 people, across 19 countries working across 4 sectors
- ▶ Strong, highly experienced leadership team in place to drive growth
- ▶ New brand continues to gain momentum around the globe with positive feedback from both our clients and our people
- ▶ The combination of management and technical consulting - globally at scale - provides a unique differentiator
- ▶ Particularly in these tough market conditions our clients are already seeing real, tangible value from this integrated offering
- ▶ Our overall goal is to build a world class global advisory business that dominates the front end!





Advisian

WorleyParsons Group



Project 2

Introducing Major Projects

Major Projects offers our customers specialization in the delivery of large complex projects. The creation of the Major Projects business line reflects our customers' organizations. It is a global business that supports large and complex projects wherever they are in the world. Major project execution demands conformance to a set of execution methods that are built to manage the issues and risks inherent in the delivery of these projects. WorleyParsons has established the WorleyParsons Academy to train our people in how to deploy our proprietary systems for reliable and successful delivery of large and complex projects.



Filippo Abba, Group Managing Director – Major Projects

Typical competitors: Fluor, Technip, CBI, SNC Lavalin, Bechtel

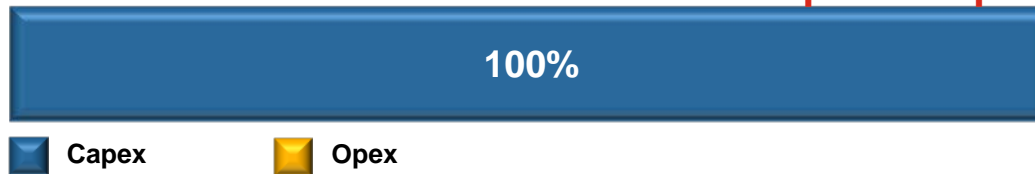




Project 2

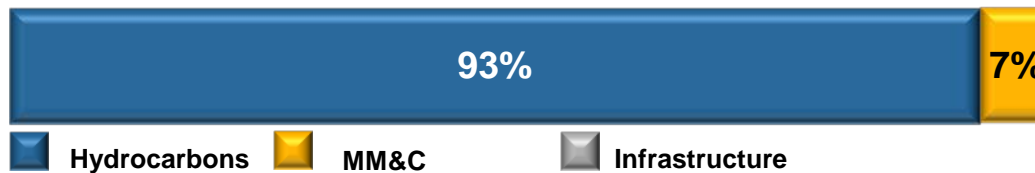
Major Projects

Capex vs opex



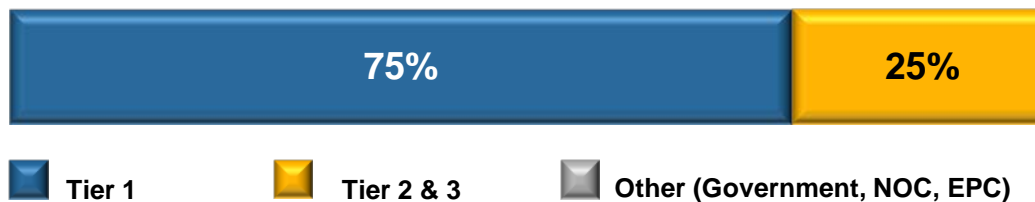
% of Group revenue **12%**

Sectors



Typical project duration **12 – 36 months**

Customers



Typical order book visibility **12 – 18 months**

Project 2



Be the global PMC provider of choice

CONTEXT

- ▶ Owners looking to transfer more risk to EPC/EPCm
- ▶ Customers seeking projects with less intensive engineering standardization and modularization
- ▶ Less Hydrocarbons mega projects in the near term

RESPONSE

- ▶ Move away from commodity services into PMC roles
- ▶ Complement EPCm
- ▶ Focus on advances in cost control, contract management, claims mitigation, planning and completions
- ▶ Create opportunities for all our business lines

Project 2

Be the global PMC provider of choice



Phase 1 – well underway

- ▶ Build on the long history of PMC delivery in the Middle East, LAM and SSA
- ▶ Broaden the range of customers in these geographies
- ▶ Tailor PMC services for key IOCs and O/S expanding NOCs
- ▶ Maximise the near term opportunities available from the current Customer led de-manning of their heritage in-house project management teams



Project 2

Be the global PMC provider of choice



Phase 2 – started

- ▶ Deploy our Digital Enterprise division to create a data-centric PMC platform & set the standard for customer use of digital data
- ▶ Drive the PMC offering into the other Sectors & other geographies
- ▶ Provide real time market assessments for materials, labor, contractors and benchmark global projects





Project 3

Introducing *Improve*

The *Improve* business line provides our customers with global best practice solutions to optimize the performance of their operating assets. It is a global business line that provides relationship based support to our customers' global-scale assets, where they are looking to achieve and maintain global best practice asset performance. Complete lifecycle asset management services are performed by WorleyParsons either alone or through joint ventures. These types of relationships provide significant value-add to the customer and include brownfield EPCM/EPC project delivery, customer defined portfolio delivery, business improvement, operations and maintenance support, shutdowns and outage support.



Filippo Abba, Group Managing Director – *Improve*

Typical competitors: Wood Group PSN, Jacobs Engineering



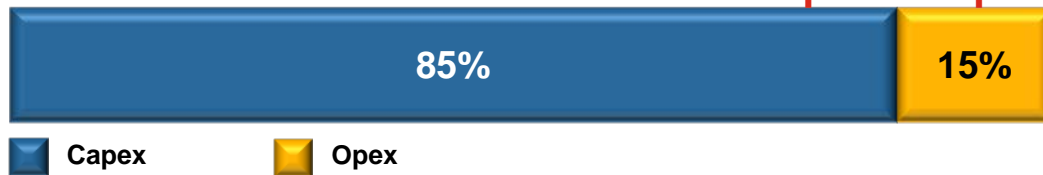
The data presented here contains a number of management estimates and approximations that will change over time.



Project 3

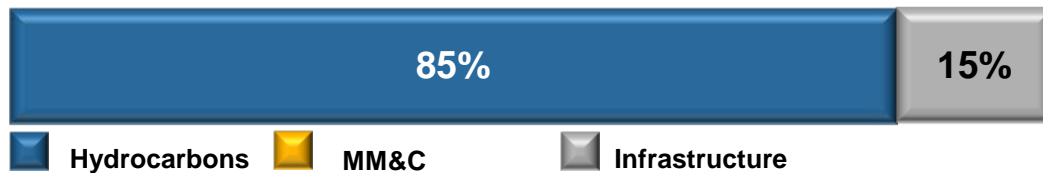
Improve

Capex vs opex



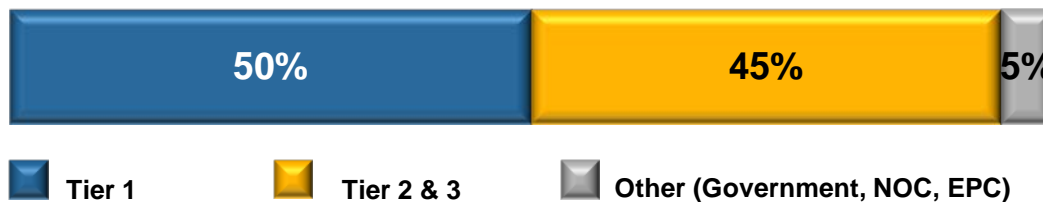
% of Group revenue **13%**

Sectors

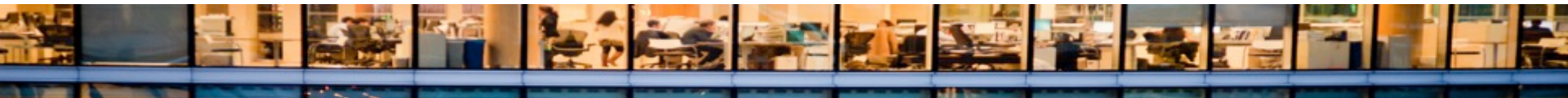


Typical relationship duration **36 – 60 months**

Customers



Typical order book visibility **12 – 36 months**



Project 3

Build a leading *Improve* business



CONTEXT

- ▶ Customers, in the mature basins, increasingly want an integrated offering
- ▶ Whilst CAPEX is constrained , OPEX spend remains linked to production levels and hence provides earnings resilience through the cycle
- ▶ Tier 1s continue to drive the rationalization of O&M support providers via global frame agreements

RESPONSE

- ▶ Continue to focus on the key basins, that allow us to leverage our existing strengths and global customer relationships
- ▶ Continue to invest in capabilities required to provide the integrated offering
- ▶ Build from the existing specializations in Offshore , Oil Sands , LNG, UCOG and Power and extend into new sectors (eg: Water)



Phase 1 – well underway

- ▶ Continue to meet the needs of customers in these challenging times
- ▶ Focus on those customers seeking a more integrated service
- ▶ Focus on key basins where we hold a differentiated position across Offshore , Power, LNG and UCOG
- ▶ Diversify services offered in home basins and follow existing global customers into new regions





Phase 2 – started

- ▶ Diversify services offered in home basins
- ▶ Follow existing global customers into new regions
- ▶ Duplicate the heritage “domain knowledge” led strategy into other growth subsectors across the globe , such as water





Project 4

Introducing Services

The Services business line utilizes the knowledge and capability throughout our global organization to deliver solutions for our local customers. Services works hand in glove with Major Projects, *Improve* and Advisian to ensure we do what is right to deliver value to our customers and to our shareholders. Based on an intimate understanding of local markets and our customers' expectations, combined with the best technical capability locally and globally we deliver projects of all sizes across the asset lifecycle.



David Steele, Group Managing Director - Services

Typical competitors: Wood Group Engineering, KBR, Amec Foster Wheeler, Parsons, WSP Global

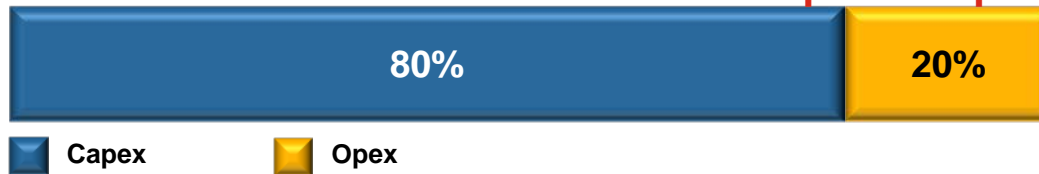




Project 4

Services

Capex vs opex



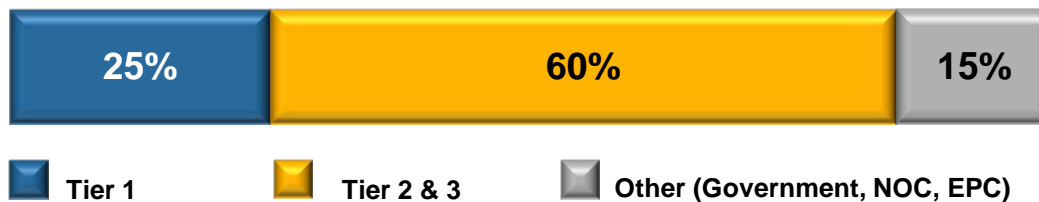
% of Group revenue **65%**

Sectors



Typical contract duration **1 – 24 months**

Customers



Typical order book visibility **3 – 6 months**

Project 4



Be the smartest, most agile local service provider

CONTEXT

- ▶ Our strong local relationships and wide geographic coverage remain key differentiators
- ▶ Whilst some of our local customers are facing challenges from the sustained low commodity pricing, others exist in more stable markets
- ▶ The other 3 business lines can provide specialty support where the scale or nature of the services warrant particular attention or approach

RESPONSE

- ▶ Avoid / move from commoditized market segments
- ▶ Focus on improving our customer's willingness to pay via value adding services not available in the local market
- ▶ Focus on efficient service delivery including a step change in the use of the GDC
- ▶ Drive repeat business based on true local customer empathy
- ▶ Support those locations where we can be the top of 3 providers

Project 4

Be the smartest, most agile local service provider



Phase 1 – Completed

- ▶ Address immediate financial priorities (utilization, overhead, cash collection)
- ▶ Improve ROIC of bottom 10 locations
- ▶ Simplify our business



Project 4

Be the smartest, most agile local service provider



Phase 2 – well underway

- ▶ Empowered locations to pursue opportunities available in their market
- ▶ Support customers meet localization mandates
- ▶ Focus on growing locations where we can be No 1 of 3
- ▶ Stewards the interaction between business lines for local customers



Project 4

Be the smartest, most agile local service provider



Services – Local delivery of global capability

Case study

- ▶ A single organization to deliver EPC services
 - Engineering design completed between Beijing and Calgary
 - Prefabricated steel and piping shipped to WorleyParsonsCord from Qingdao, China
 - Completed modules transported to site for hook up
- ▶ Integrated team, global reach, demonstrated ability to deliver large scale EPC projects



Project 5

Driving the use of global delivery centres and applying digital technology to revolutionize the delivery of our services



Introducing the Global Delivery Center

The Global Delivery Center supports all four business lines to deliver lower cost engineering services to our customers while protecting our margin to deliver value to our shareholders.

Going beyond minimising labor costs, through our Centers we seek to standardize project delivery, and ultimately, to totally revolutionize the way projects are executed by developing an integrated data-centric platform for delivering the projects of the future.



Project 5



Be the company that leapfrogs the competition in the use of global delivery centers and applies digital technology to revolutionize the delivery of our services

CONTEXT

- ▶ In the short term the economic environment has changed
- ▶ In the longer term customer expectations are changing

RESPONSE

- ▶ Immediately boost our competitiveness through our use of Global Delivery Centers
- ▶ Become the leader in data centric delivery to minimize the cost of services to our customers and generates good margin

Project 5

Driving the use of global delivery centres and applying digital technology to revolutionize the delivery of our services



Global Delivery Center

- ▶ Benefits to all four business lines
- ▶ More competitive positions while protecting margins
- ▶ Phase 1: Well underway
 - Accelerate transfer of work
- ▶ Phase 2: Started
 - Drive a greater level of standardization
 - Develop an integrated and datacentric platform
- ▶ Phase 3: A vision for disruption



Project 5

Driving the use of global delivery centres and applying digital technology to revolutionize the delivery of our services



Services – Local delivery of global capability

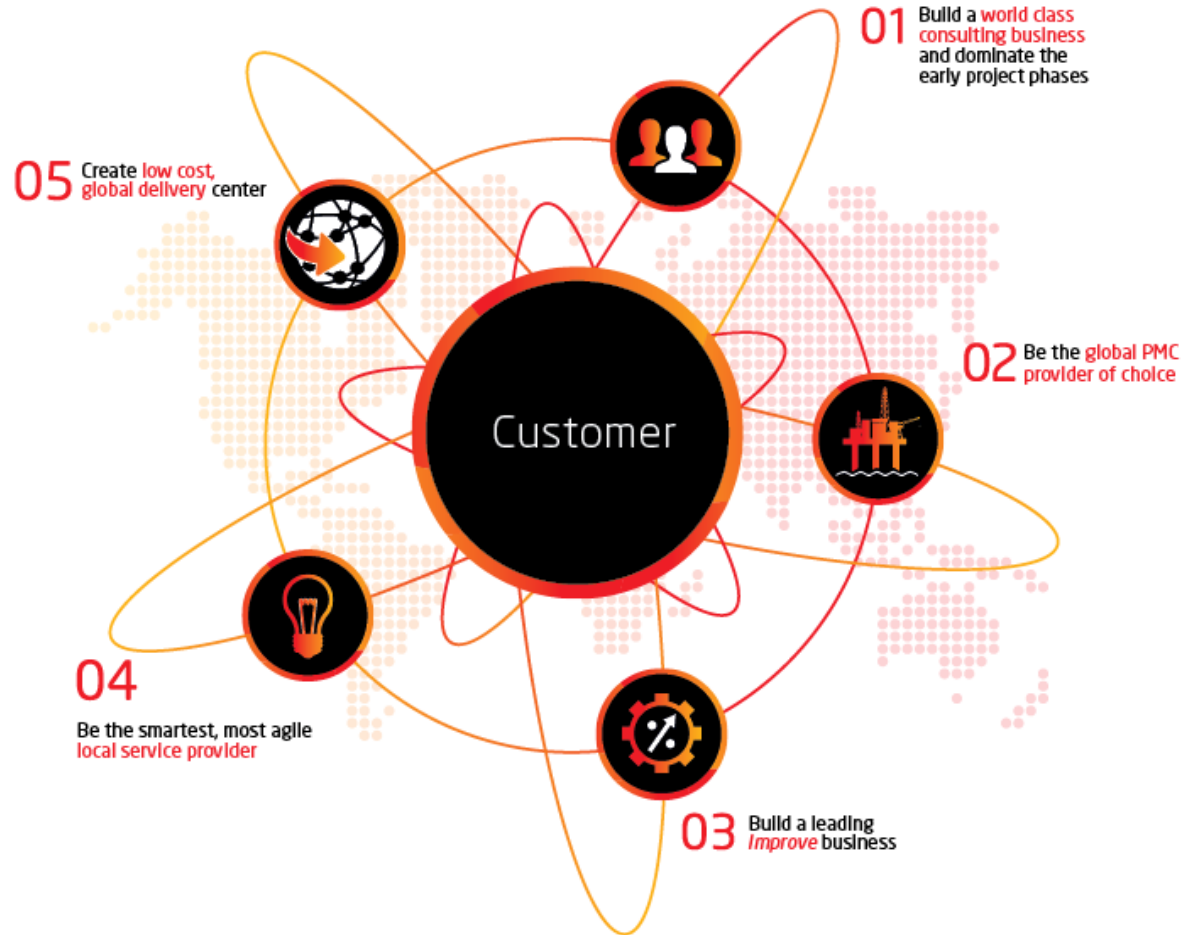
Case study

- ▶ GDC delivered commercial savings for our Canadian oil sands customer
 - Key factor in winning the bid
 - Integrated approach considered technical and non-technical delivery
 - One team focus, no home and support office
 - Leveraged other China capabilities



5 projects

One differentiated strategy



Agenda

Context

- ▶ Financial Year 2015 in review

Corporate strategy

- ▶ Strategic framework
- ▶ Purpose
- ▶ Realize our future
- ▶ 5 strategic themes, 5 projects

Sector strategies

- ▶ Hydrocarbons
- ▶ Minerals, metals and chemicals
- ▶ Infrastructure

Financials

- ▶ Risk management framework
- ▶ Headroom and liquidity
- ▶ Strategy funding requirements





WorleyParsons

resources & energy

Realize our future

Sector Strategies

Andy Cole

Sector intent

HYDROCARBONS

- Balanced revenue from upstream, midstream and downstream
- Provide the platform for earnings diversification

MINERALS, METALS & CHEMICALS

- Broaden across the entire value-chain (Select > Deliver > Improve)
- Grow Chemicals into a standalone sector

INFRASTRUCTURE

- To be the global leader of Resource Infrastructure
- Focus on those elements that cross over both the Resource & Economic infrastructure markets (namely Power , Water , Ports & Rail)

A large-scale industrial refinery or chemical plant at night, illuminated by numerous bright lights. The scene is filled with complex piping, metal structures, and various industrial equipment. A prominent feature is a set of yellow stairs on the left side. The overall atmosphere is one of intense industrial activity.

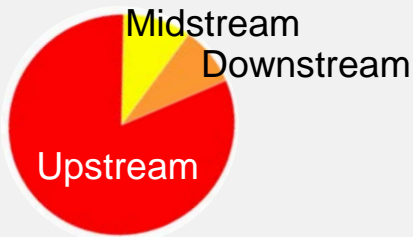
Sector strategies

Hydrocarbons

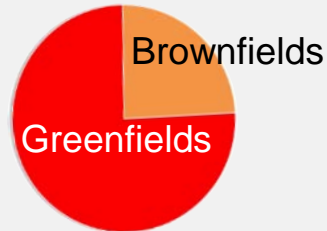
Our Hydrocarbons business in FY15

Dominated by exposure to upstream, greenfields and Tier 1s

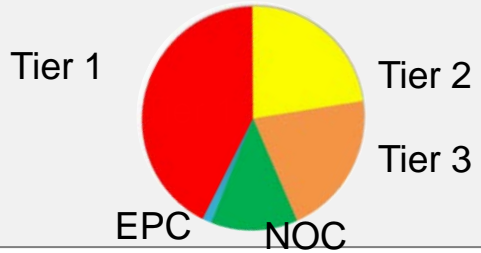
Upstream Sector growth has underpinned much of our growth over the last decade



Greenfields developments have dominated as our customers strived to meet demand



Our focused Tier 1 Customer program has delivered significant revenue over the past 5 yrs



Recent customer trends

- ▶ Prior to the oil price shock: Oil company profits were already being eroded by the increasing level of investment required to produce incremental barrels of oil

Tier 1



- ▶ Margins already squeezed prior to oil price shock
- ▶ Cutting CAPEX and delaying new projects
- ▶ Downsizing overheads and personnel
- ▶ Sweating Assets

- ▶ T1 Procurement departments have “squeezed” the supply chain via global MSAs

Tier 2/3s



- ▶ Seeking to globalise portfolio
- ▶ Entering new geographies and subsectors
- ▶ The rise & rise of the Chinese EPCs

- ▶ Considering sale of assets
- ▶ Significant M&A activity expected (eg: Repsol > Talisman)

NOCs



- ▶ Selected NOCs showing limited CAPEX decrease
- ▶ Other NOCs require IOC or Chinese investment

Asian EPCs



- ▶ Developing in house engineering capability



Strengthen by diversification

Balanced focus on Upstream, Midstream and Downstream

(1)



Access both CAPEX and OPEX over the asset lifecycle

(2)



Maintain current relationships and develop Tier 2, NOC and Asian EPC customer base

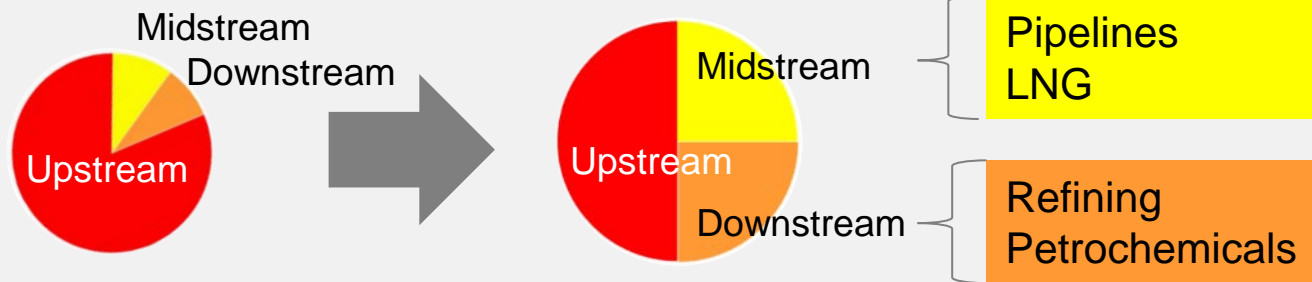
(3)



Grow in midstream and downstream

Earnings growth channel 1: Stream

Head room for growth available in Midstream and Downstream



- ▶ Peg the gains we have made over the last 2 decades in the Upstream market and defend this territory
- ▶ Grow the Midstream & Downstream business

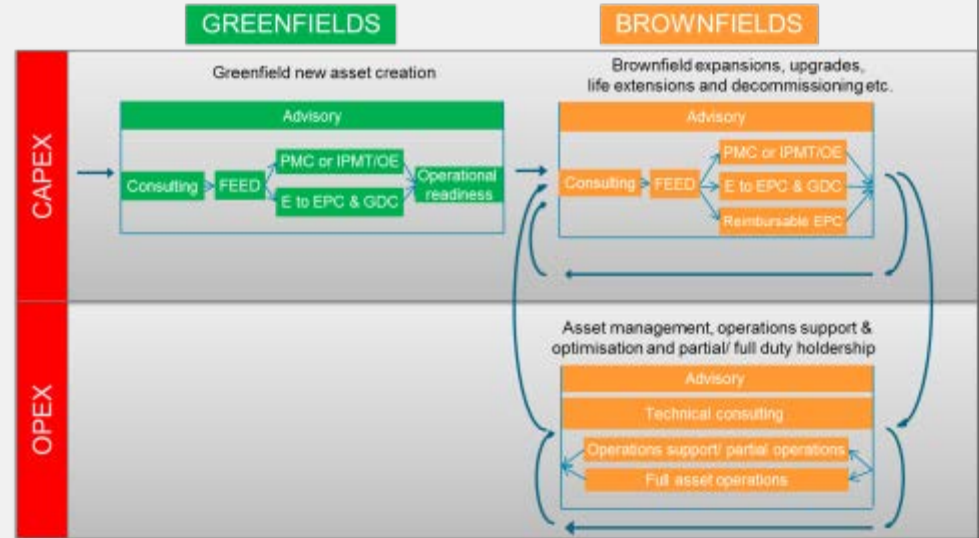
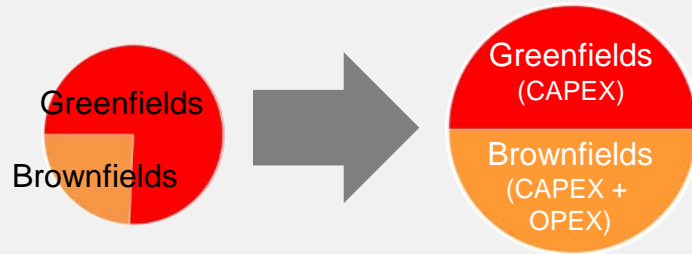
Differentiator / Offering
Early positioning via our Resource Infrastructure offering
Advisory and Project Management Contracting (PMC) offering



Grow OPEX exposure

Earnings growth channel 2: Expenditure

Access both CAPEX and OPEX over the asset lifecycle



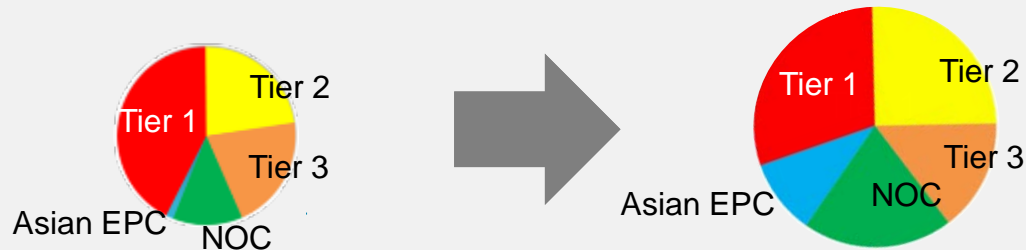
Differentiator/ Offering
Production enhancement / Profit improvement Advisory
Improve business line focused on specific basins



Diversify customer base

Earnings growth channel 3: Customer

Maintain current Tier 1 relationships and develop Tier 2, NOC and Asian EPC customer base



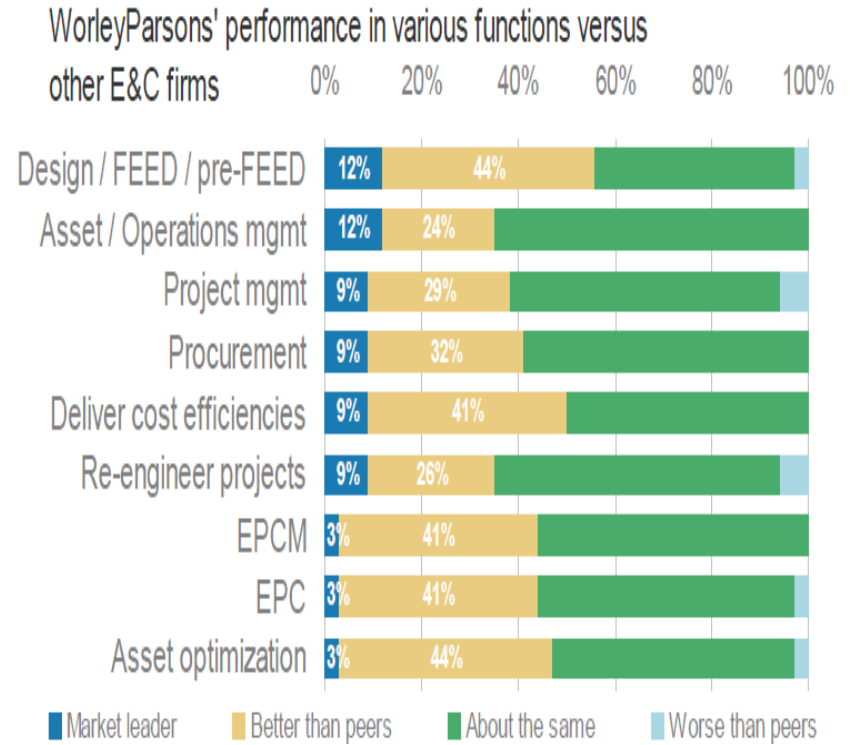
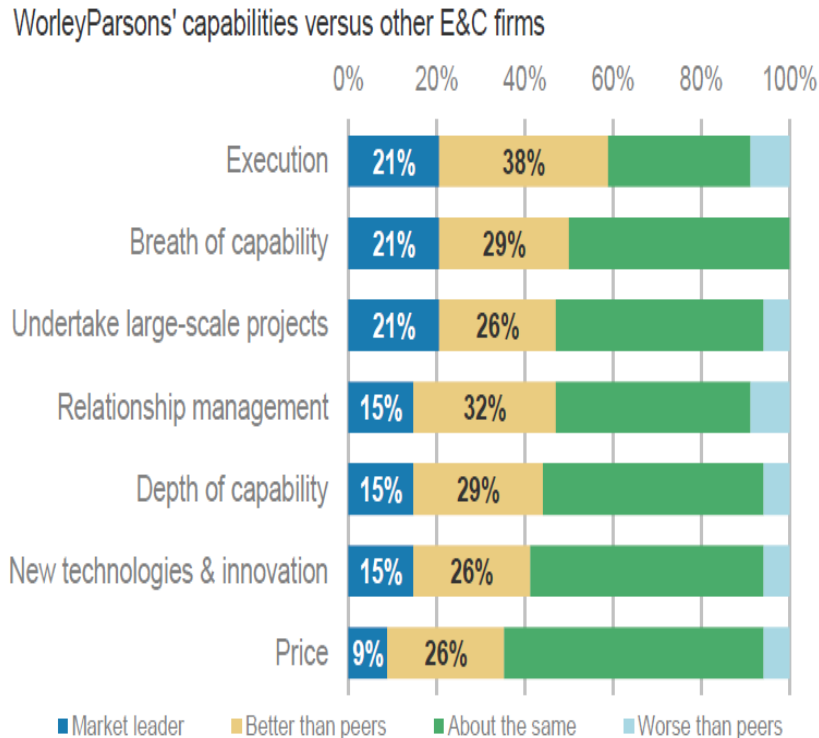
- ▶ Maintain and leverage current Tier 1 customer relationships
- ▶ Bring an increased focus on further penetrating the accessible spend of strategic Tier 2s, NOCs and Asian EPCs

Differentiator / Offering
Localisation business style
Local presence in developing regions



Customer view

Regarded by Hydrocarbons customers as the market leader



Source: AlphaWise, Morgan Stanley Research, 20 March 2015, WorleyParsons Ltd. Asia Insight: Franchise discount unwarranted





WorleyParsons

resources & energy

EcoNomics

Sector strategies

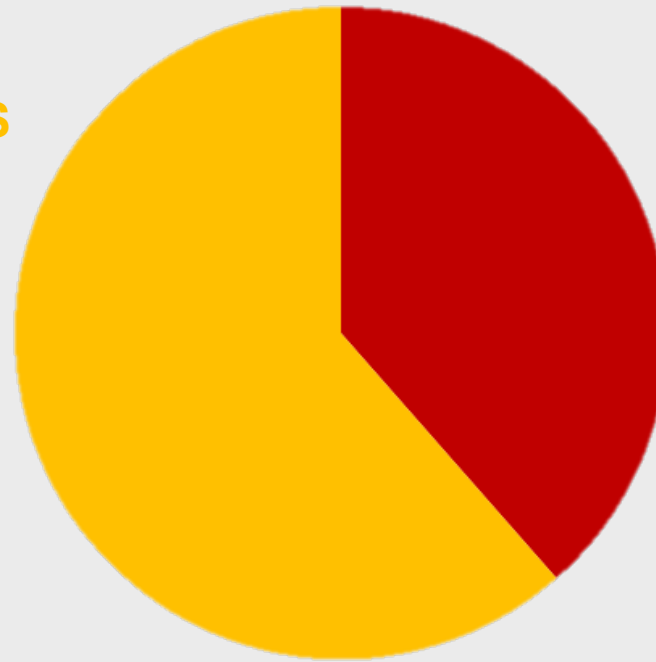
Minerals, Metals & Chemicals

Where is our business now?

Minerals, Metals and Chemicals sector

MINERALS & METALS

- Subdued commodity prices
- Low capex environment
- Cost focus



CHEMICALS

- Buoyant demand
- Strong capex
- New low cost feedstock

Revenue breakdown

Minerals & Metals customer trends

Tier 1's



- ▶ Pressure to “sweat the assets” and for responsible capital management
- ▶ Big miners have financial capacity to invest in innovation / new technology (eg IROC, Process Centres, Mines of the Future)
- ▶ Divesting non core assets (eg BHPB demerger)
- ▶ Move to procurement led MSA's (cost driven)
- ▶ Positioning to move to underground mining, particularly in Copper
- ▶ Increased dominance in bulks ie iron ore, copper, potash

Tier 2's



- ▶ Pressure to “sweat the assets” and intense focus on reduction of cost base
- ▶ Seeking innovative solutions and often less risk adverse than Tier 1's
- ▶ Seeking support for “islanded” assets
- ▶ Major Tier 2 customers have access to capital and sound cash flow
- ▶ Chinese investors will be our customer of the future

Tier 3's



- ▶ Biggest challenge remains access to finance
- ▶ Limited capital being spent
- ▶ Survival depends largely on improved business case
- ▶ Seeking innovative solutions

Minerals and Metals Strategy

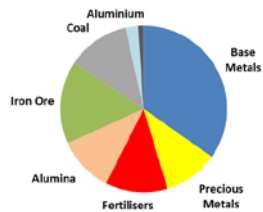
Build out our offering across the entire mining value chain

THE MINING VALUE CHAIN

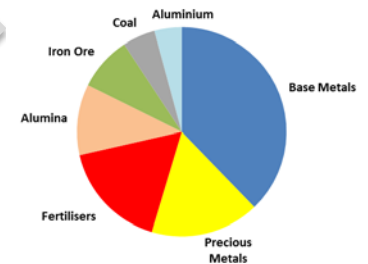


- ▶ Broaden the revenue base via building out our offering to service the full value chain from the initial Advisory consulting assignments to the management of the eventual facility closure
- ▶ The acquisition of TWP – and the associated gain in underground mining EPCM capability – is a prime example of value chain extension

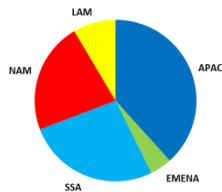
Strength through industry diversity



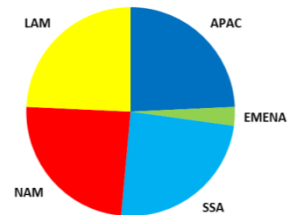
- ▶ The combination of the Advisian and *Improve* business lines - bringing technical and management consulting capability combined with real world operational improvement experience - has proven successful in the alumina industry
- ▶ Strategy is to broaden this offering across the commodities including iron ore, base metals and fertilisers



Global business underpinned by the four sustainable regions



- ▶ Focus on core markets - Africa, Australia, NAM and LAM
- ▶ Customer base operating across multiple geographies
- ▶ Diverse local presence enables us to effectively bridge across regions to support customers investing globally



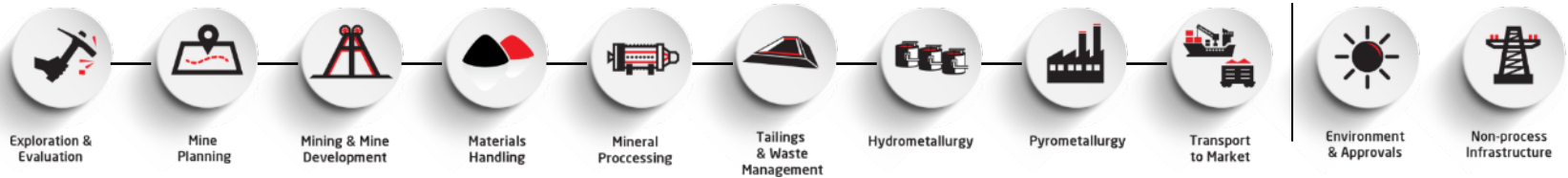
Moving upstream in the value chain

Services across the full Mining value chain and asset lifecycle

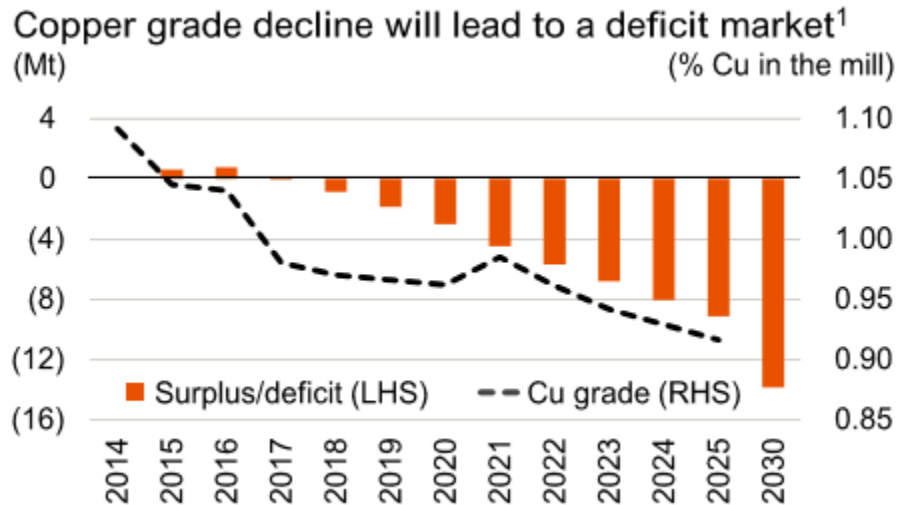
Maintain strong technical depth across a portfolio of Minerals & Metals

Global business underpinned by the four sustainable regions

The Mining Value Chain

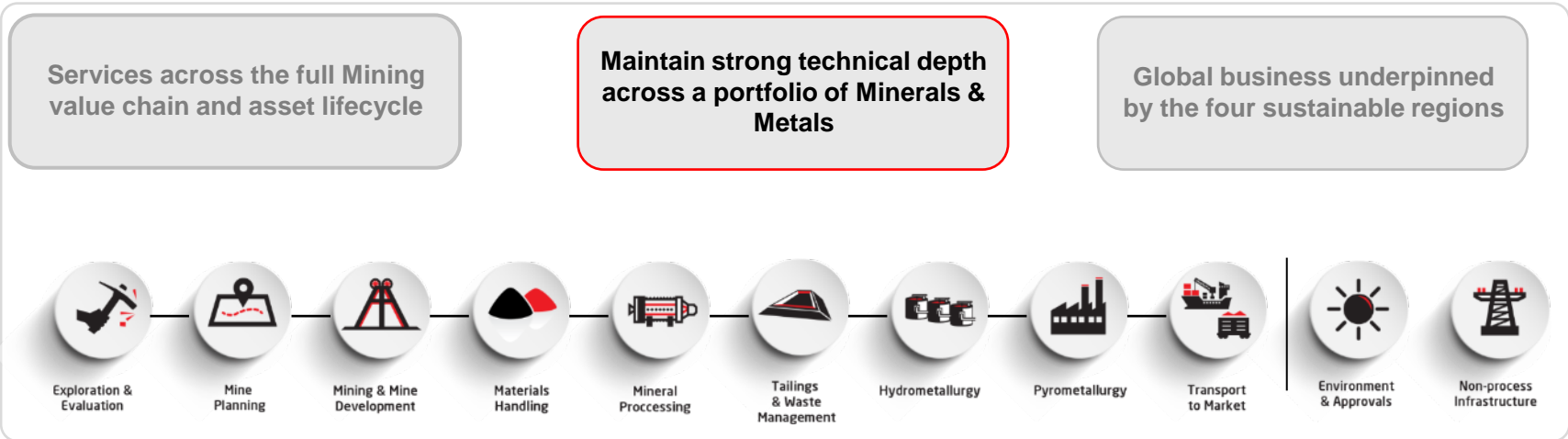


VALUE CHAIN EXTENSION: Position for upswing

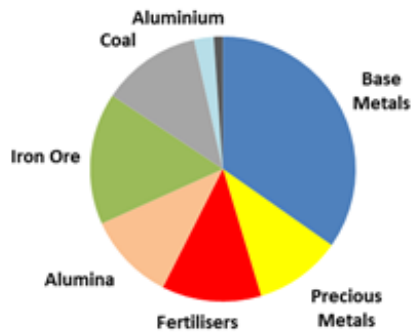


Source: BHP Billiton presentation, Maximising value and shareholder returns, 24 November 2014

Build technical depth across the portfolio

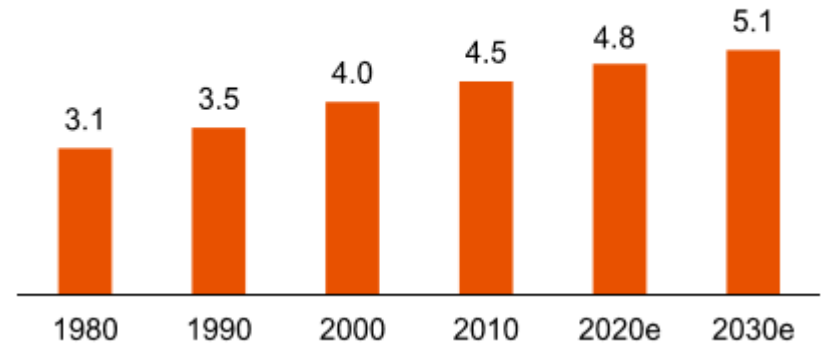


STRENGTH THROUGH DIVERSITY: Position for upswing



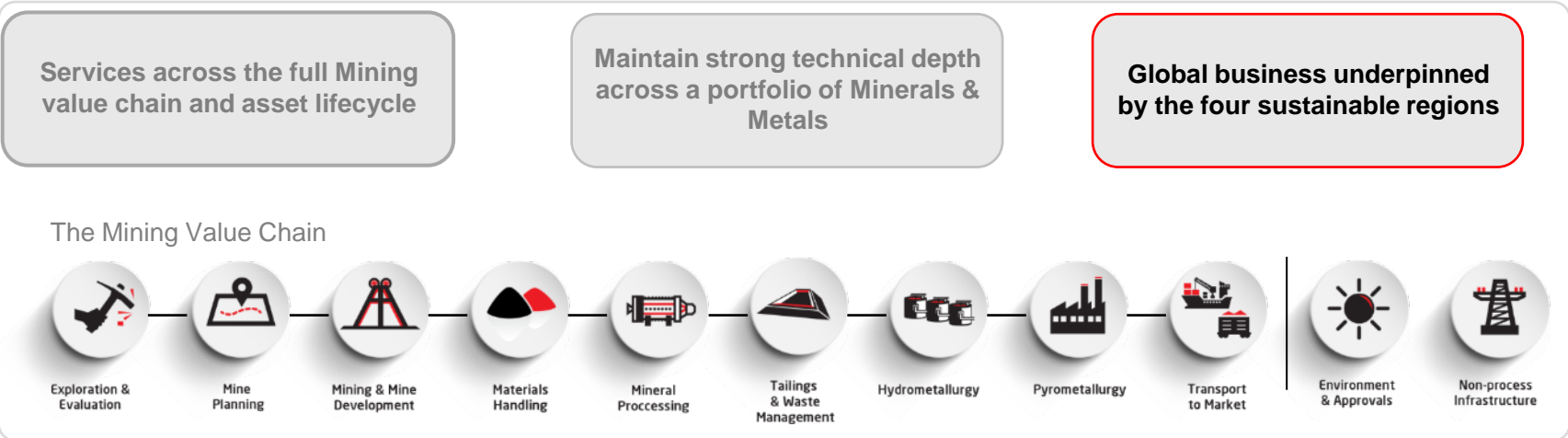
M&M FY15 Revenue

People fed per hectare of arable land (number of people)



Source: BHP Billiton presentation, Maximising value and shareholder returns
24 November 2014

Focus on the 4 regions



FOCUSED GEOGRAPHIES: Position for upswing



Chemicals market trends

Tier 1 customer focus



- ▶ Chemicals customer portfolios continue to grow to meet consumer demand
- ▶ Complexities of feedstock change impacting investment priorities
 - Investments strategies re-visited
 - Feedstock supply/demand and pricing (oil vs gas) uncertainty
- ▶ Seeking sustainability solutions focused on reducing environmental impacts and regulatory compliance through incremental changes in feedstocks, operations and end products
- ▶ Smarter management to promote innovation and reform company structures
- ▶ Middle East customers are looking for opportunities to value add locally
- ▶ Chinese companies are investing globally and looking for support in foreign countries (local knowledge, PMC, cultural awareness and relationships)
- ▶ Petrochemicals benefiting from resurgence in downstream projects

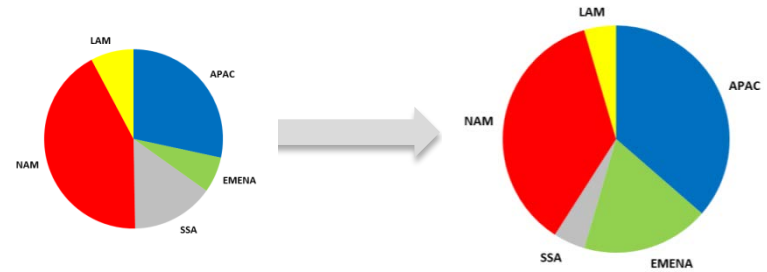
Chemicals Strategy

China to the world

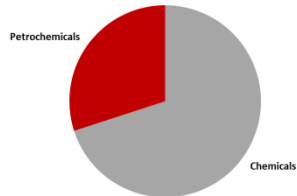
THE KEY FOCUS GEOGRAPHIES: US, MIDDLE EAST AND ASIA



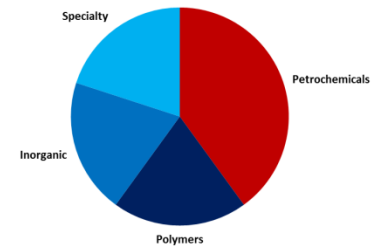
- ▶ Further investment in our China based International Chemicals hub is a key component of our global Chemicals strategy
- ▶ Providing a highly competitive delivery solution to our customers globally



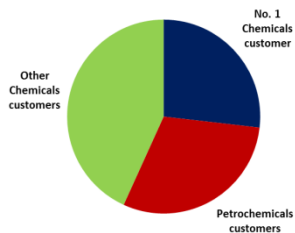
Service offering across full asset lifecycle in Chemicals and Petrochemicals



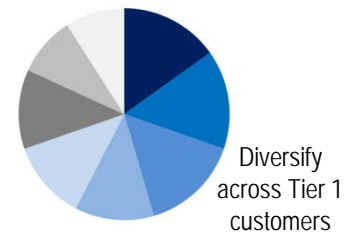
- ▶ Build out our offering across the asset life cycle via further development of Advisian technical and advisory offering and in the project delivery phase with our PMC focus
- ▶ Build depth in in the petrochemicals, polymers, inorganics & specialty chemical segments



Multiple global relationships with targeted Tier 1 customers



- ▶ Further developed relationships with many tier 1 customers
- ▶ Support key customers globally



China to the World

Using our strength in China together with the associated cost advantages

Build out across the 4 subsectors of Petrochemicals , Polymers , Inorganics and Speciality Chemicals

Multiple global relationships with targeted Tier 1 customers



Three key focus geographies: US, Middle East and Asia



Build-out of capability

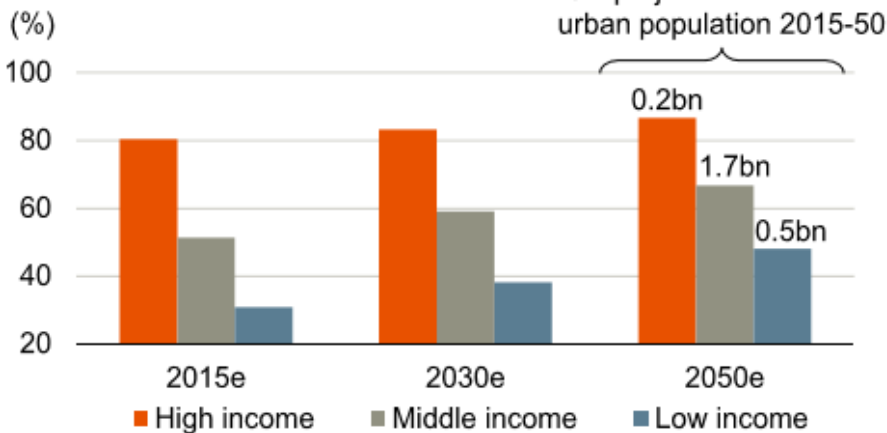
Using our strength in China together with the associated cost advantages

Build out across the 4 subsectors of Petrochemicals, Polymers, Inorganics and Speciality Chemicals

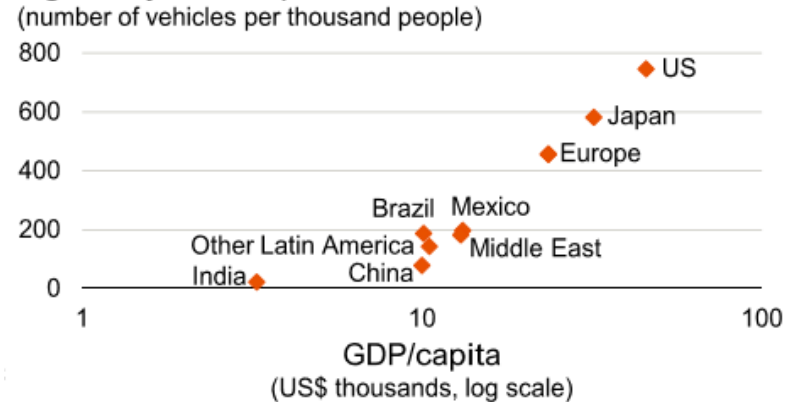
Multiple global relationships with targeted Tier 1 customers



Urbanisation rates 2015-50



Light duty vehicle penetration²



Source: BHP Billiton presentation, Maximising value and shareholder returns, 24 November 2014

Teir 1 customer focus

Using our strength in China together with the associated cost advantages

Build out across the 4 subsectors of Petrochemicals , Polymers , Inorganics and Speciality Chemicals

Multiple global relationships with targeted Tier 1 customers



A low-angle, upward-looking photograph of a massive, circular concrete dome under construction. The dome's interior surface is covered in a dense grid of rebar. In the center, a bright, circular opening reveals a clear sky. To the right, a large, red, corrugated metal structure, possibly a chimney or part of a processing unit, is visible. In the foreground, a complex network of grey metal scaffolding and walkways is seen. The overall scene conveys a sense of large-scale industrial engineering and infrastructure development.

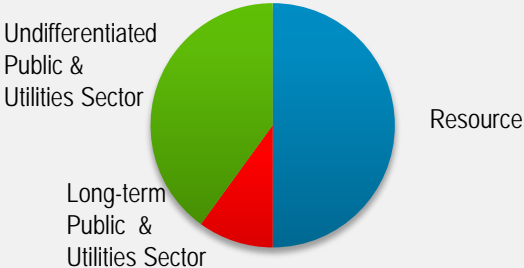
Sector strategies

Infrastructure

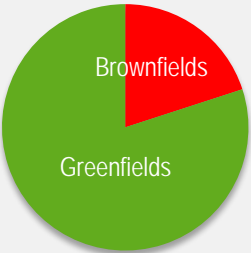
Infrastructure

Where is our business now?

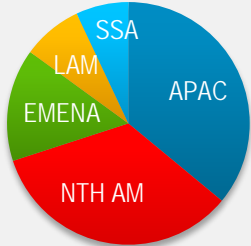
Customers: Even split between public and resource customers



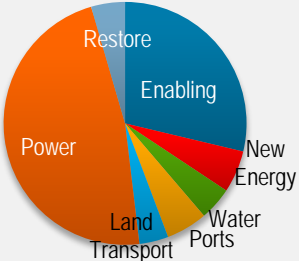
Scope: Focus has been on Greenfields



Geographic Footprint: Established capability platform in mature markets of Australia and Canada



Market Diversification: Heavy in Power



Customer trends

Resources customers



- ▶ Pressure to “sweat” assets given low commodity prices
- ▶ Downsizing overheads and personnel
- ▶ Cutting CAPEX and delaying new projects
- ▶ Continuing with enabling studies to position for finance
- ▶ Divesting non core assets (Tier 1s selling power and water assets)

Public & Utilities customers

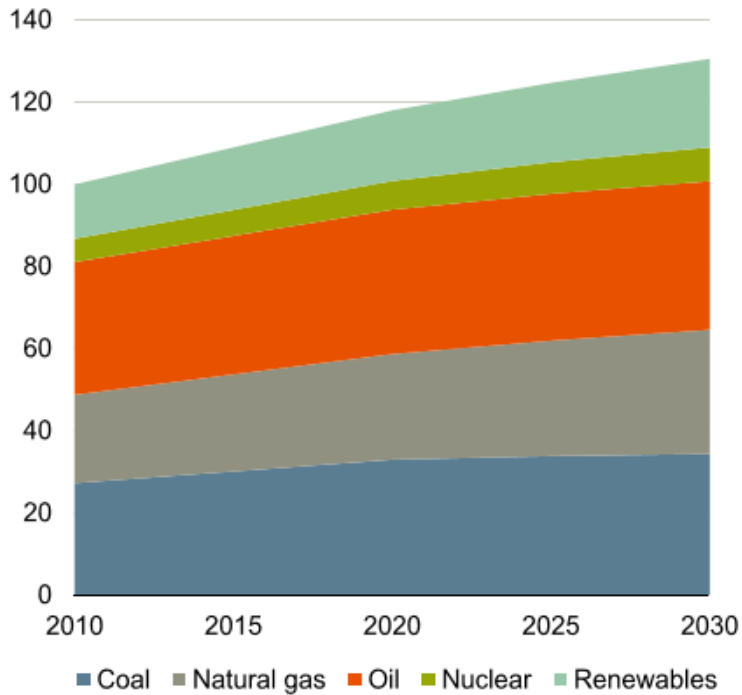


- ▶ Privatisation of government assets
- ▶ Commodity royalties lower, less in the public purse
- ▶ Political and social pressure to continue with infrastructure promises
- ▶ Leaning more on private investment (PPPs) for new builds
- ▶ Continues to favour preferred service provider agreements
- ▶ Seeking power and water efficiency innovations

Power

Energy demand forecast to grow circa 20% to 2030

The global energy complex will remain diverse
(growth in primary energy supply, index, 2010=100)



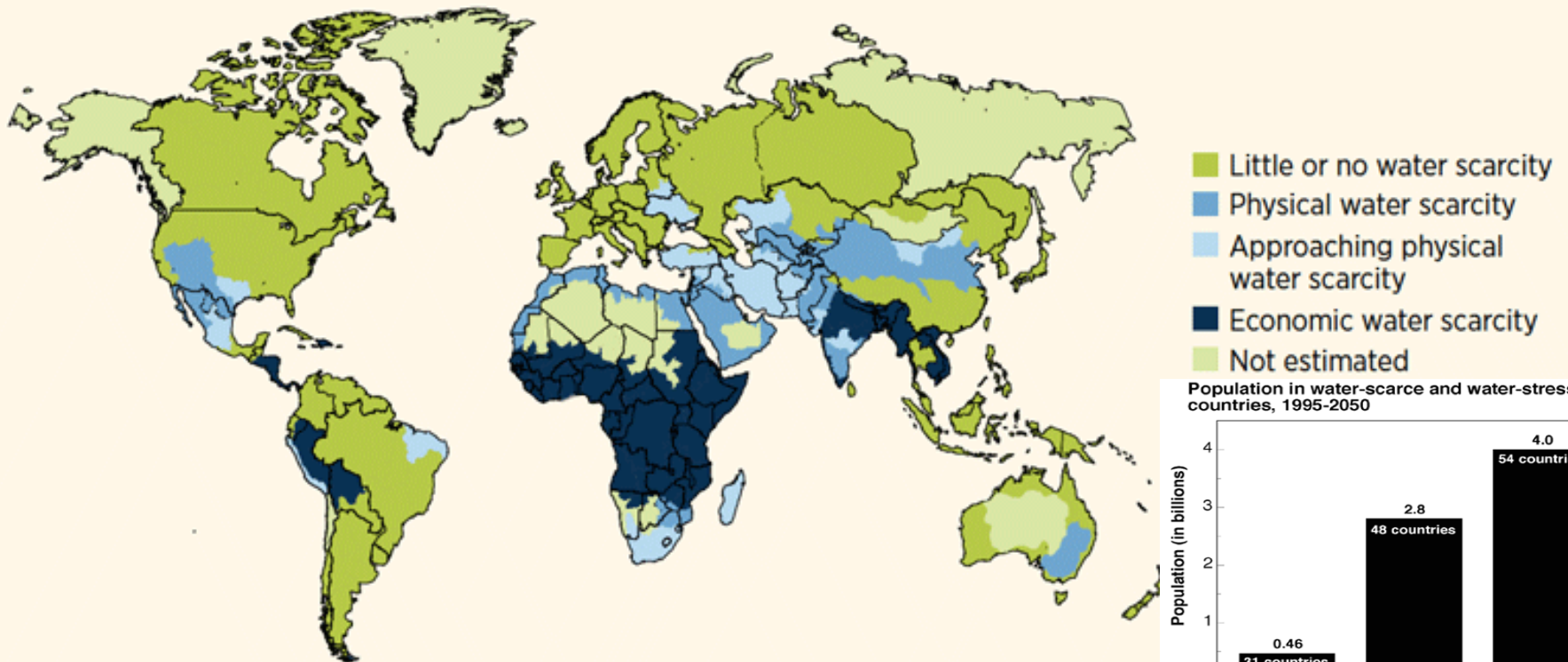
Source: BHP Billiton, 24 Nov 2014



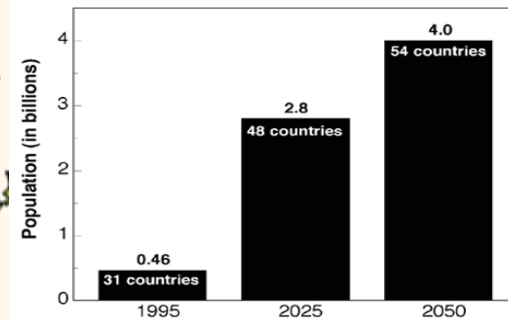
Water

Opportunities in advisory, sourcing, treatment and disposal

Global physical and economic water scarcity

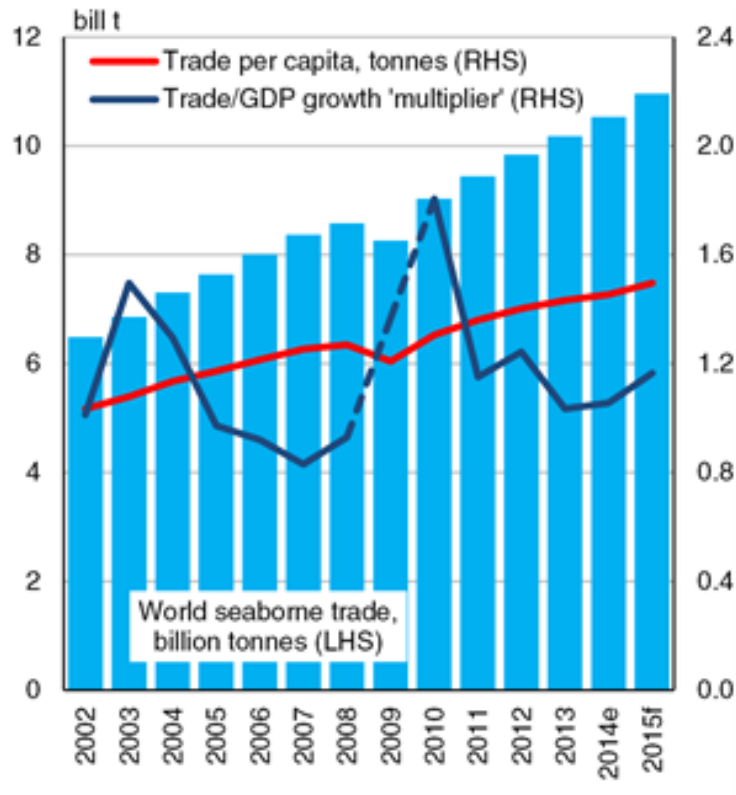


Population in water-scarce and water-stressed countries, 1995-2050



Ports

Seaborne trade rising 4.1% this year

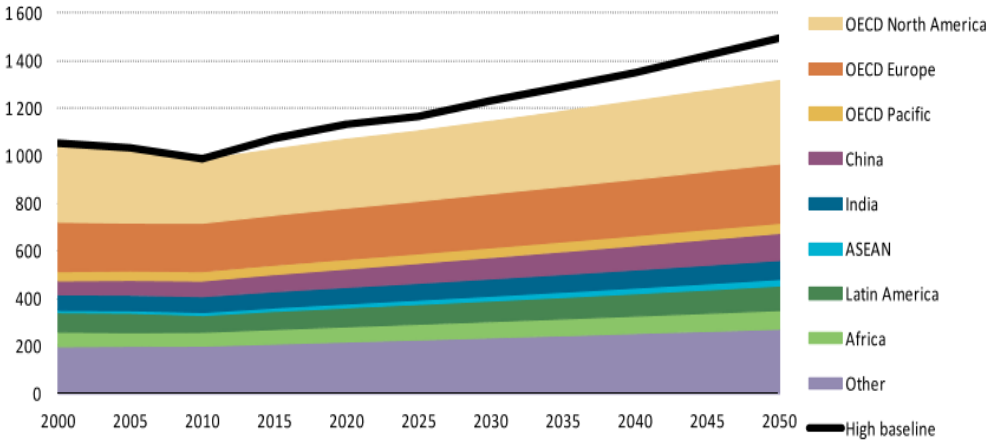


Source : Clarkson Research Services



Rail

Global rail travel is projected to double by 2050



Railway Projections (thousand track-km)

Source: International Energy Agency



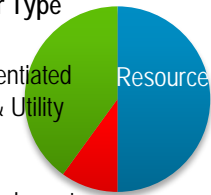
Infrastructure strategy

Shift from undifferentiated public sector to resource and long-term public customers

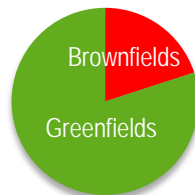
Balanced greenfield and brownfield customer portfolio

Customer Type

Undifferentiated
Public & Utility
Sector

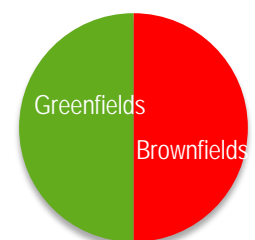
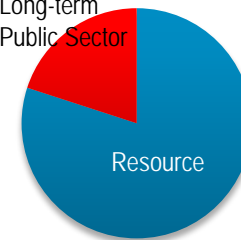


Long-term
Public Sector



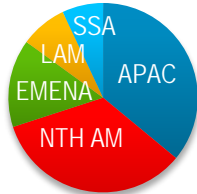
- ▶ Target HC & MMC customers
- ▶ Nurture long-term relationships delivering good margin returns and exit undifferentiated non-performing markets
- ▶ Push into brownfields across all subsectors

Long-term
Public Sector

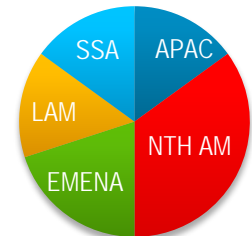


Expansion of geographic footprint into Americas, EMENA and SSA

Regional Breakdown

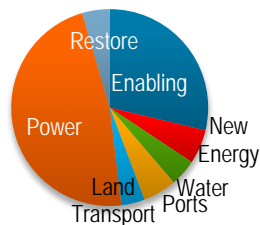


- ▶ Build bridgeheads in capability and locations, push further into the US and developing world
- ▶ Grow hubs in Houston (to service Nth America & LAM) and UK (to service EMENA & SSA)
- ▶ Globalise in collaboration with China EPCs

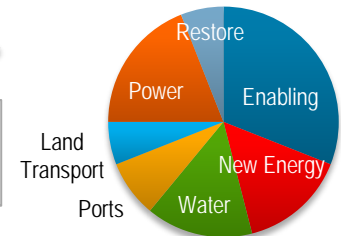


Deepen capability platform across all subsectors in emerging future markets

Subsector Breakdown



- ▶ Deepen capability platform to suit future markets and embed differentiated technology in offering
- ▶ Shift power business into new energy markets
- ▶ Build water capability and position to capture opportunities driven by water scarcity trends



FY16 Sector strategy Summaries

HYDROCARBONS

- Balanced revenue from upstream and midstream / downstream
- Access both CAPEX and OPEX revenue streams

MINERALS, METALS & CHEMICALS

- Extend services across the full value chain
- Strengthen the sub-sector offerings through deep industry knowledge

INFRASTRUCTURE

- Enabling capabilities for resources infrastructure
- Focus on the economic infrastructure of the future



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Realize our future

Financial

Simon Holt

Financial management

Managing 4 key financial risks

▶ Currency

- Matching currency of revenue to the currency of costs
- Negotiated rate adjustments based on exchange rate fluctuations
- Cross currency swaps
- Translation risk for currencies other than AUD

▶ Interest rate

- 95% of debt on fixed interest rates

▶ Liquidity

- Maintain sufficient liquidity under normal and stressed conditions through head room

▶ Credit

- Potential customer defaults assessed, cash collection



Currency management

Natural hedge on P&L

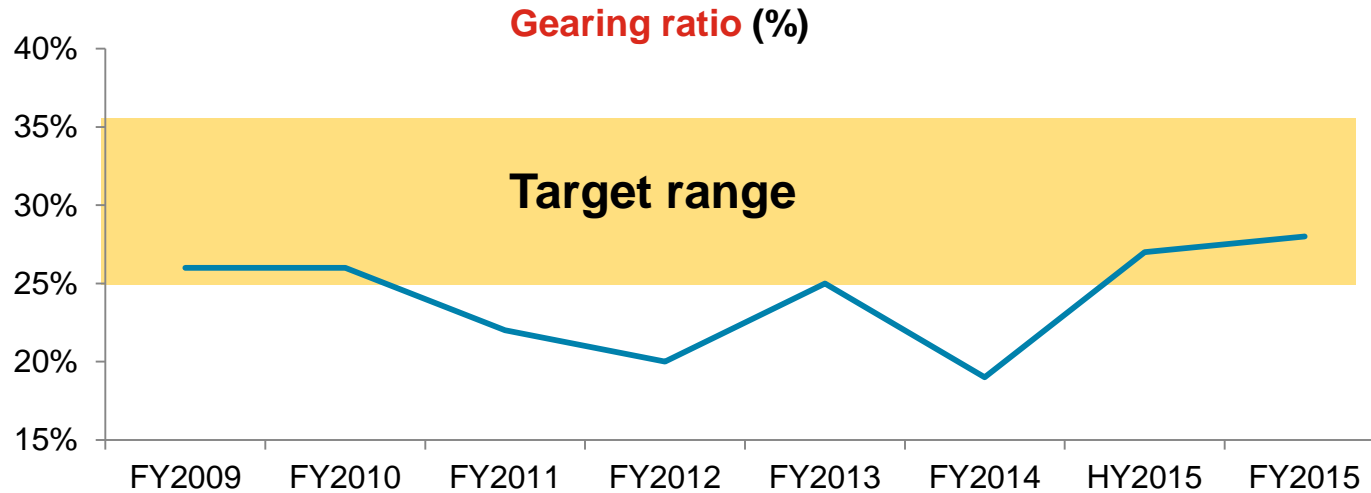
Currency	% of Underlying Group EBIT	Average movement %	Weighted average impact %
CAD	24	1	0.13
USD - unpegged	13	3	0.71
USD - pegged	7	10	0.41
GBP	12	5	0.65
Other	11	5	0.51
CNY	8	6	0.51
KZT	4	-6	-0.23
CLP	3	-5	-0.14
KWD	3	7	0.2
NZD	3	3	0.1
ZAR	2	4	0.09
EUR	2	-2	-0.03
QAR	1	9	0.13
RUB	1	-26	-0.14
NOK	<1	21	0.03
Average			3.2

- **FX impact on Underlying Group EBIT was \$11.2 mil or 3.2%**
- **P&L impact based on average currency movement**
- **Mix of currencies provides natural hedge**



Liquidity management

Gearing ratio within target range

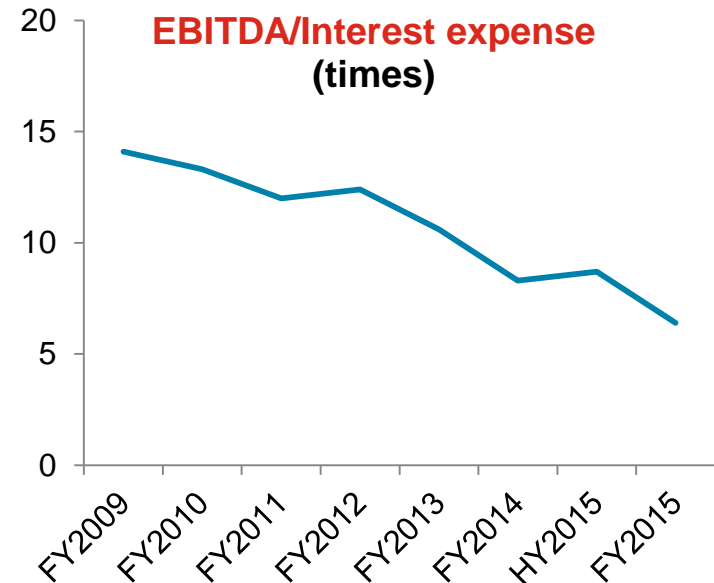
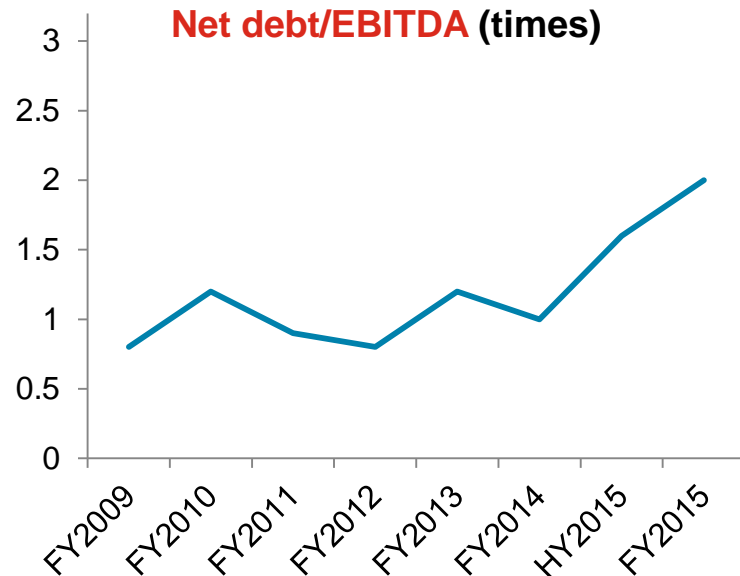


Gearing ratio = net debt/net debt + equity



Liquidity management

Adequate financial flexibility



**Key financial covenant exclude non-cash non-recurring items
calculated on rolling 12 months**



Liquidity management

Key financial drivers of debt covenants

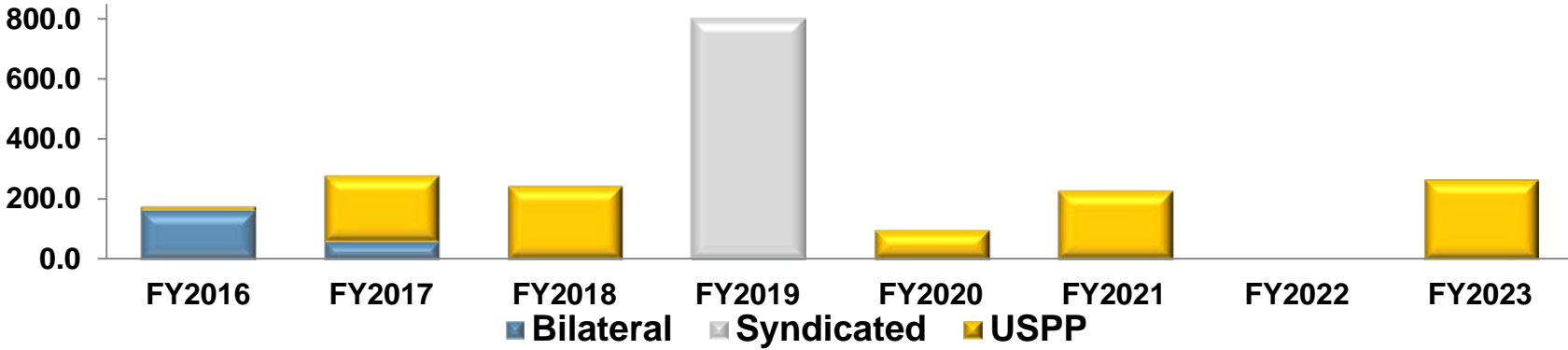
Financial drivers	Impact	Commentary
EBITDA	Higher EBITDA improves headroom on covenants	12 months to 30 June affected by one off charges
Foreign exchange	Impacts gross debt based on USD:AUD exchange rate	FX impact on gross debt was approximately 18% or \$173 mil
Cash	Impacts net debt	Initiated project to improve cash collection across the business



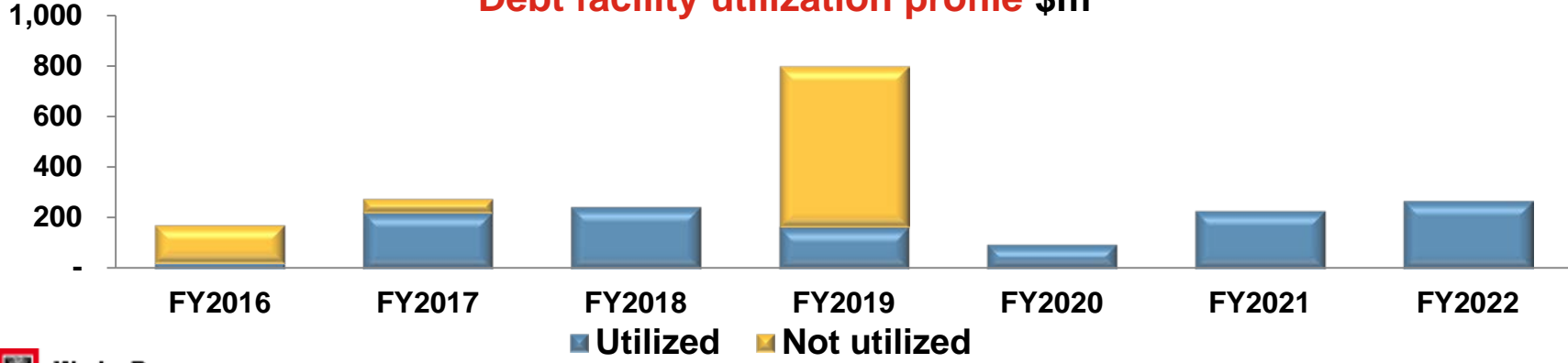
Liquidity management

Long dated debt

Facility type profile \$m



Debt facility utilization profile \$m



Financial framework

Current priorities

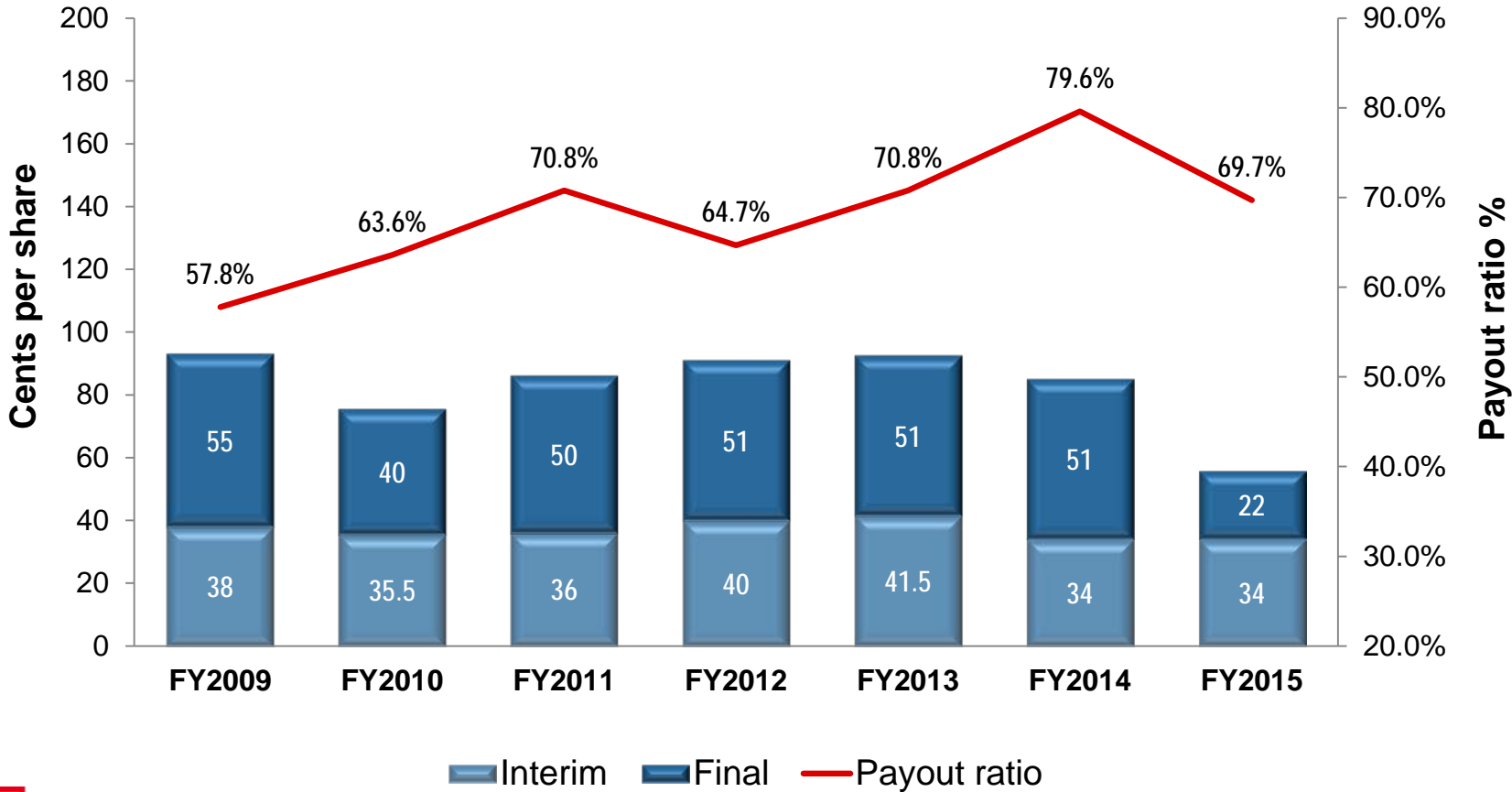
- ▶ Existing business needs circa capex \$70 – 80 mil
 - Increased requirement in FY2016 and FY2017 to fund eBIS
- ▶ Maintain flexibility to pursue growth
 - Organic growth requires working capital investment of circa 3 months salary per employee
 - Inorganic growth primarily via bolt-ons that represent compelling value for shareholders
 - Culture and strategy fit remain key criteria
- ▶ Maintain flexibility to pay dividend



Strategy funding requirements

Returning capital to shareholders

Dividend history





WorleyParsons

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Realize our future

Summary

Andrew Wood

Summary

Writing our own story

- ▶ Story commenced with our restructure in 2014
- ▶ Clear vision for the company
- ▶ Period of transition
- ▶ Responding to current market conditions
- ▶ Adapting to unstoppable trends
- ▶ Corporate strategy delivered through 5 projects
- ▶ Robust sector strategies
- ▶ Financial capacity to fund growth objectives





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Supplementary slides

Group Financial Profile

Redundancy and onerous lease charges lower 2H result

	FY2015	FY2014	vs. FY2014	1H2015	2H2015
Aggregated revenue ¹ (\$m)	7,227.5	7,363.7	(2)%	3,613.7	3,613.8
Underlying EBIT ² (\$m)	355.7	452.2	(21)%	180.8	174.9
<i>Underlying EBIT margin</i>	4.9%	6.1%	(1.2)%	5.0%	4.8%
Underlying Net Profit After Tax ³ (\$m)	198.6	263.4	(25)%	104.3	94.3
<i>Underlying NPAT margin</i>	2.7%	3.6%	(0.9)%	2.9%	2.6%
Underlying basic EPS (cps)	80.4	106.8	(25)%		
Operating cash flow	251.3	550.1	(54)%		
Final dividend (cps)	22.0	51.0	(57)%		
Total dividend (cps)	56.0	85.0	(34)%		

Earnings momentum maintained in second half despite incurring \$62.3m redundancy and onerous lease charges

¹ Refer to slide 38 of the Supplementary slides for the definition of Aggregated revenue.

² Underlying EBIT is defined as statutory EBIT excluding impairment of goodwill, the pre-tax Arkutun-Dagi project settlement costs, and in FY2014 is excluding the pre-tax net gain on revaluation of investments previously accounted for as equity accounted investments and restructuring costs.

³ Refer to Note 3 on slide 5 for the definition of Underlying NPAT.



Non-trading items

YOY result down only 11% after adjustment

	FY2015 (\$m)	FY2014 (\$m)
Additions		
Fair value gain	-	11.4
Sub-total additions	-	11.4
Subtractions		
Impairment of goodwill	(198.6)	-
Redundancies, post tax	(27.3)	(9.8)
Onerous leases & write down of leasehold improvements, post tax	(17.2)	-
Arkutun-Dagi settlement, post tax	(49.0)	-
China commercial restructure tax impact	(5.9)	-
Restructuring charges, post tax	-	(25.7)
Sub-total subtractions	(298.0)	(35.5)
Net impact	(298.0)	(24.1)
Statutory result	(54.9)	249.1
Adjusted for net impacts of non-trading items	243.1	273.2



Operational results by business line

Adjusting for charges

	FY2015	FY2014	vs. FY2014		
Aggregated revenue¹ (\$m)	7,227.5	7,363.7	(2)%		
Services	5,501.4	5,618.2	(2%)		
Major Project	922.7	862.9	7%		
<i>Improve</i>	649.0	785.6	(17%)		
Development	154.4	97.0	59%		
				FY2015	FY2014
				Normalized	Normalized EBIT
				EBIT margin (%)	margin (%)
Operational EBIT (\$m)	536.1	664.4	(21)%	8.3%	9.2%
Services	438.7	547.4	(20%)	9.0%	9.9%
Major Project	46.3	67.5	(31%)	5.4%	8.0%
<i>Improve</i>	37.0	48.1	(23%)	5.7%	6.3%
Development	14.1	1.4	907%	9.5%	1.6%

¹ Refer to slide 38 of the Supplementary slides for the definition of Aggregated revenue.

² Underlying EBIT is defined as statutory EBIT excluding impairment of goodwill, the pre-tax Arkutun-Dagi project settlement costs, and in FY2014 is excluding the pre-tax net gain on revaluation of investments previously accounted for as equity accounted investments and restructuring costs.

³ Refer to Note 3 on slide 5 for the definition of Underlying NPAT.



Operational results by sector

Adjusting for charges

	FY2015	FY2014	vs. FY2014		
Aggregated revenue¹ (\$m)	7,227.5	7,363.7	(2)%		
Hydrocarbons	5,332.1	5,371.5	(1%)		
MM&C	903.7	1065.9	(15%)		
Infrastructure	991.7	926.3	7%		
				FY2015	FY2014
				Normalized	Normalized EBIT
				EBIT margin (%)	margin (%)
Operational EBIT (\$m)	536.1	664.4	(21)%	8.3%	9.2%
Hydrocarbons	475.1	517.2	(8%)	9.7%	9.8%
MM&C	44.1	108.0	(59%)	5.8%	10.3%
Infrastructure	16.9	39.2	(57%)	2.6%	4.4%

¹ Refer to slide 38 of the Supplementary slides for the definition of Aggregated revenue.

² Underlying EBIT is defined as statutory EBIT excluding impairment of goodwill, the pre-tax Arkutun-Dagi project settlement costs, and in FY2014 is excluding the pre-tax net gain on revaluation of investments previously accounted for as equity accounted investments and restructuring costs.

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Project 1

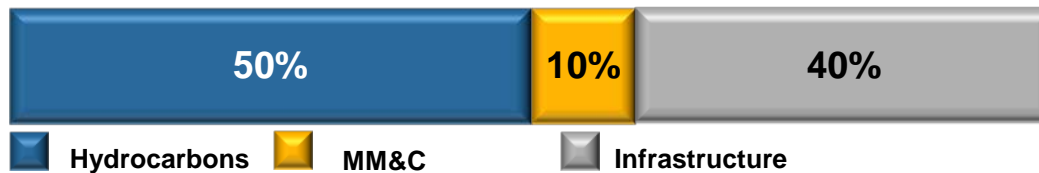
Advisian

Capex vs opex



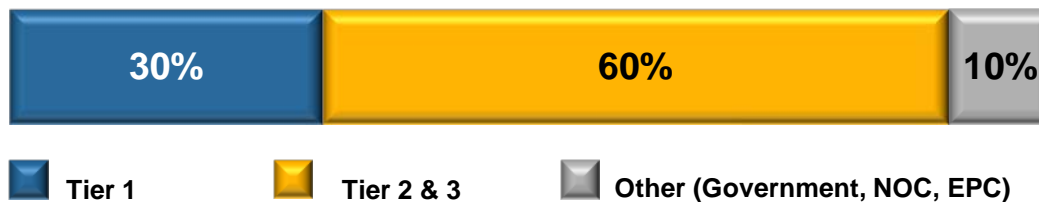
% of Group revenue **10%**

Sectors

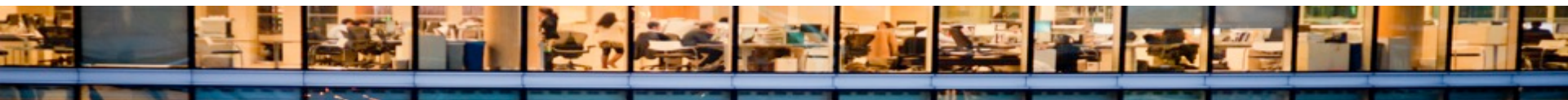


Typical project duration **2 – 12 months**

Customers



Typical order book visibility **3 – 6 months**



Andrew Wood

Chief Executive Officer

Andrew was appointed as Chief Executive Officer effective 23 October 2012. With a tenure of over 21 years with the Group, and over 34 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. Andrew holds a Bachelor of Engineering and graduate diplomas in Financial Management and Labour Management Relations. He is a Fellow of the Institution of Engineers, Australia.



Filippo Abba

Group Managing Director – Major Projects

Filippo is accountable for the growth and performance of both the nominated global Major Projects' portfolio and *Improve* relationships within WorleyParsons. Prior to joining WorleyParsons, Filippo held a number of senior roles during his 24 years working with Foster Wheeler, most recently CEO of Foster Wheeler Europe, Middle East and Africa. Throughout his career, Filippo has built broad global experience and has led sizeable EPC projects. Filippo holds a Bachelor's Degree and a Doctorate in Mechanical Engineering from Politecnico di Milan.



Andy Cole

Group Managing Director - Strategy

Andy is responsible for the development of the Corporate and Sector level growth strategy within WorleyParsons which covers all operating business lines and addresses the Hydrocarbons, Minerals & Metals, Chemicals and Infrastructure sectors. Joining WorleyParsons in 1985 in Perth as a graduate structural engineer, Andy was involved in the design of various onshore and offshore oil and gas facilities in Australia, the UK, South East Asia and the Middle East. He managed the Thailand operation from 2001 to 2003, returning to Australia to complete a Master of Business Administration (MBA) and to establish and run the global front end consulting division, known as *Select*. Andy holds a Degree in Civil Engineering and an MBA from The University of Western Australia.



Dennis Finn

Group Managing Director – Advisian

Dennis is responsible for Advisian, WorleyParsons' global advisory and consulting business. Dennis joined WorleyParsons from PwC in 2014 and has a strong background in transformational change, global strategy and high impact customer focused interventions. Dennis has advised clients across the globe, successfully helped to build global advisory businesses, and understands the importance of talent and culture. Dennis joined PwC Australia in 2004 as the lead Partner and Head of Consulting and went on to hold a number of senior roles in the firm. In 2012 he was appointed Vice Chairman and Global Human Capital Leader of PwC International based in New York.



Simon Holt

Chief Financial Officer

Simon is the Chief Financial Officer and has overall responsibility for finance including Treasury, Property Leasing, Tax, Shared Services, Information Management, Corporate Procurement, Travel, Corporate Finance and Reporting. Simon also has oversight of the operational finance functions, ensuring the consistent application of standardized processes, systems and corporate and financial reporting. He has previously held the roles of Deputy CFO and Group Financial Controller. Prior to joining WorleyParsons in 2007, Simon held a number of senior positions in the retail sector. Simon is a Chartered Accountant and holds a degree in Business (Accounting and Marketing) from the University of Technology, Sydney.



Chris Parker

Regional Managing Director – North America Services

Chris is responsible for the North America Services Region. Chris has over 30 years' experience across a wide range of sectors including oil and gas, petrochemicals, power generation and infrastructure. Chris joined the Company in 2004 following the acquisition of Parsons E&C. He started his career with the Ralph M. Parsons Company in 1981 where he held key positions including Regional Managing Director, US and Caribbean, Senior Vice President and General Manager Houston Operations, Vice President responsible for global execution strategies and Vice President responsible for worldwide engineering. He has a Bachelor degree in Mechanical Engineering from the University of Houston and has completed the Advanced Management Program, The Wharton School, University of Pennsylvania.



Fran van Reyk

Director Investor Relations and Group Communications

Fran is responsible for day to day contact with investors as well as the Group's external and internal communications functions. Prior to joining WorleyParsons in 2012, Fran held a number of senior positions in the Oil & Gas and Engineering Contractor industries having been both a customer and competitor of WorleyParsons. Fran brings a deep understanding of WorleyParsons core business into her role in leading stakeholder communications. Fran is a qualified Engineer and holds a B Eng (Civil), M Eng Sci from the University of Melbourne and is a Fellow of the Institution of Engineers Australia.

