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Investor Day 2012

Welcome, Stuart Bradie

EcoNomics

Venue evacuation

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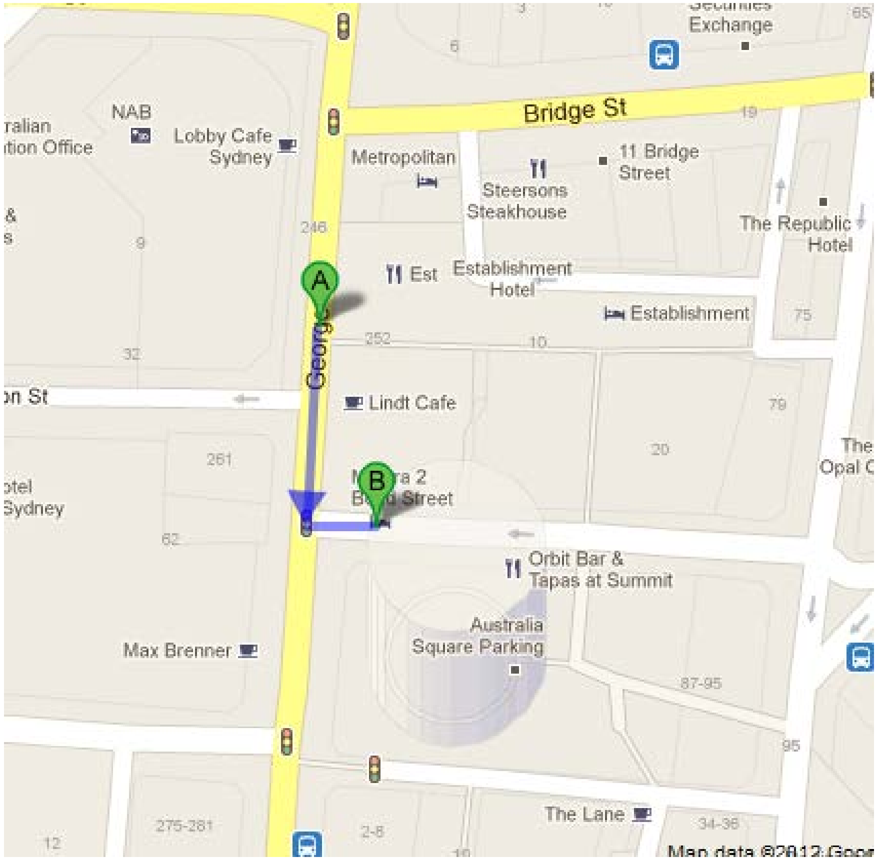
In the event of a fire alarm activating the following process will commence:

- An alert tone will sound – Beep, Beep, Beep
- Followed by the evacuation tones – Whoop, Whoop, Whoop
- The head warden will make an announcement over the loud speakers
- Immediately following the direction of the warden/s who is a staff member wearing a hard hat.
- Do not use lifts in an emergency.
- If the emergency doors are closed when you approach, simply push on the push bars and open the door.
- Follow the wardens to the evacuation point, 2 Bond Street (outside Fitness First).



EcoNomics

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Road safety

Marian McLean

EcoNomics

The OneWay™ framework

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OneWay™
to zero harm

1. Leadership and Governance
2. Risk Management
3. Caring for our People & the Environment
4. Selection and Competency
5. Working with Customers
6. Engineering
7. Working with Vendors and Contractors
8. Field Execution
9. Management of Change
10. Crisis and Emergency Management
11. Incident and Behavior Analysis
12. Assessment and Improvement

through our people….

committing to personal leadership….

Expectations

Our behaviors
Our actions
What we deliver on

...achieving our vision.

Zero harm to people & assets

Zero environmental incidents

EcoNomics™

Road safety realities

- 1.3 million people are killed on the world's roads each year
- Road crashes kill more people than Malaria
- 50 million people are injured, many disabled as a result
- 90% of these casualties occur in developing countries
- Annual deaths are forecast to rise to 1.9 million by 2020
- It is the No.1 cause of death for young people worldwide
- Road crashes are preventable

Joining the United Nations

United Nations Decade of Action for Road Safety

- WorleyParsons has signed the United Nations Global Road Safety Commitment Program
- By signing the commitment we have pledged to work towards zero deaths and severe injuries as a result of our operations

Together we can save millions of lives.

www.decadeofaction.org

What are we doing?

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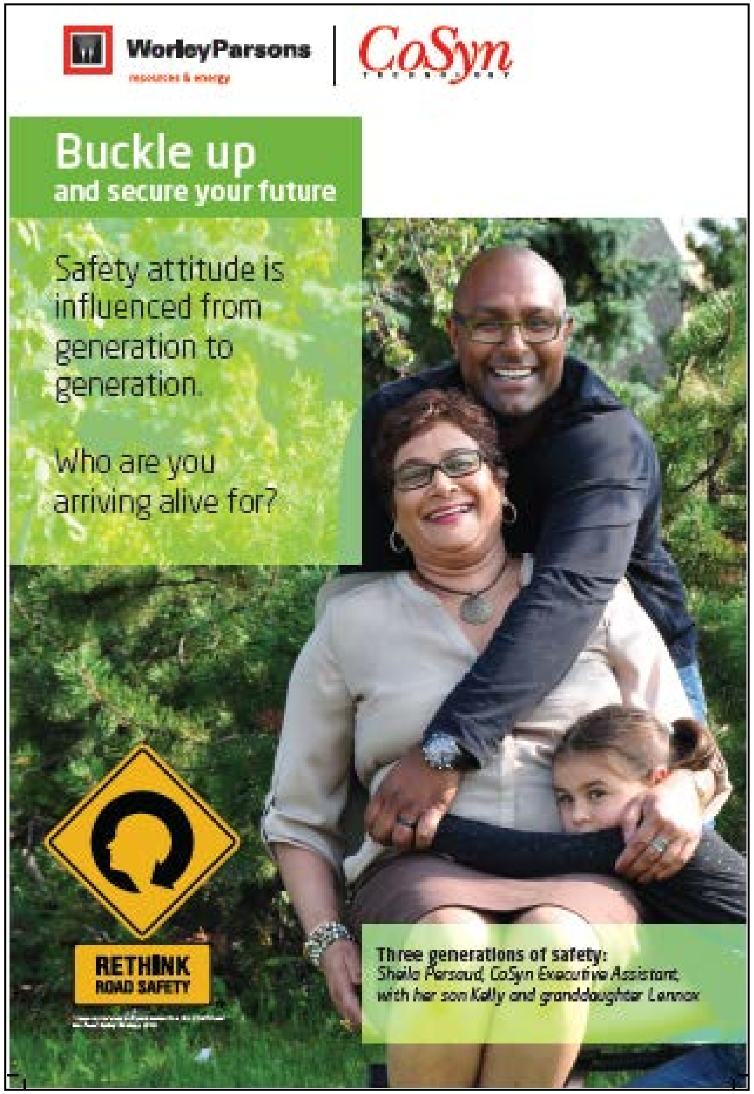
1. Revising our driving standard and relevant guidelines
2. Developing local programs
3. Developing a marketing and awareness campaign
4. Initiating data collection and analysis



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Introduction

Andrew Wood, Chief Executive Officer

EcoNomics

Key senior appointments

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Randy Karren
Group Managing Director – *Improve*

Simon Holt
Chief Financial Officer

Group outlook update

"Subject to the markets for our services remaining strong, we expect to achieve good growth in FY2013 compared to FY2012 underlying earnings.

"Since this guidance was given, volatility in our markets has increased and there is greater uncertainty about them remaining strong which will make growth harder to achieve. Notwithstanding these challenges, we maintain our previous guidance.

"We have a clear growth strategy in place focused on improving margins and developing our skill set and geographic footprint across our four customer sectors. This will be achieved through organic growth as well as by taking advantage of acquisition opportunities that provide value for shareholders.

"We are confident that our medium term and long term prospects remain positive based on our competitive position, our diversified operations and strong financial capacity."

October 2012

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Strategy update

Iain Ross

EcoNomics

Agenda

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- Local / global delivery
- Emerging trends
- Overarching corporate initiatives
- Customers perspective
- Focus Areas
  - Hydrocarbons
  - Minerals, Metals & Chemicals
  - Power
  - Infrastructure & Environment

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Local delivery, global support

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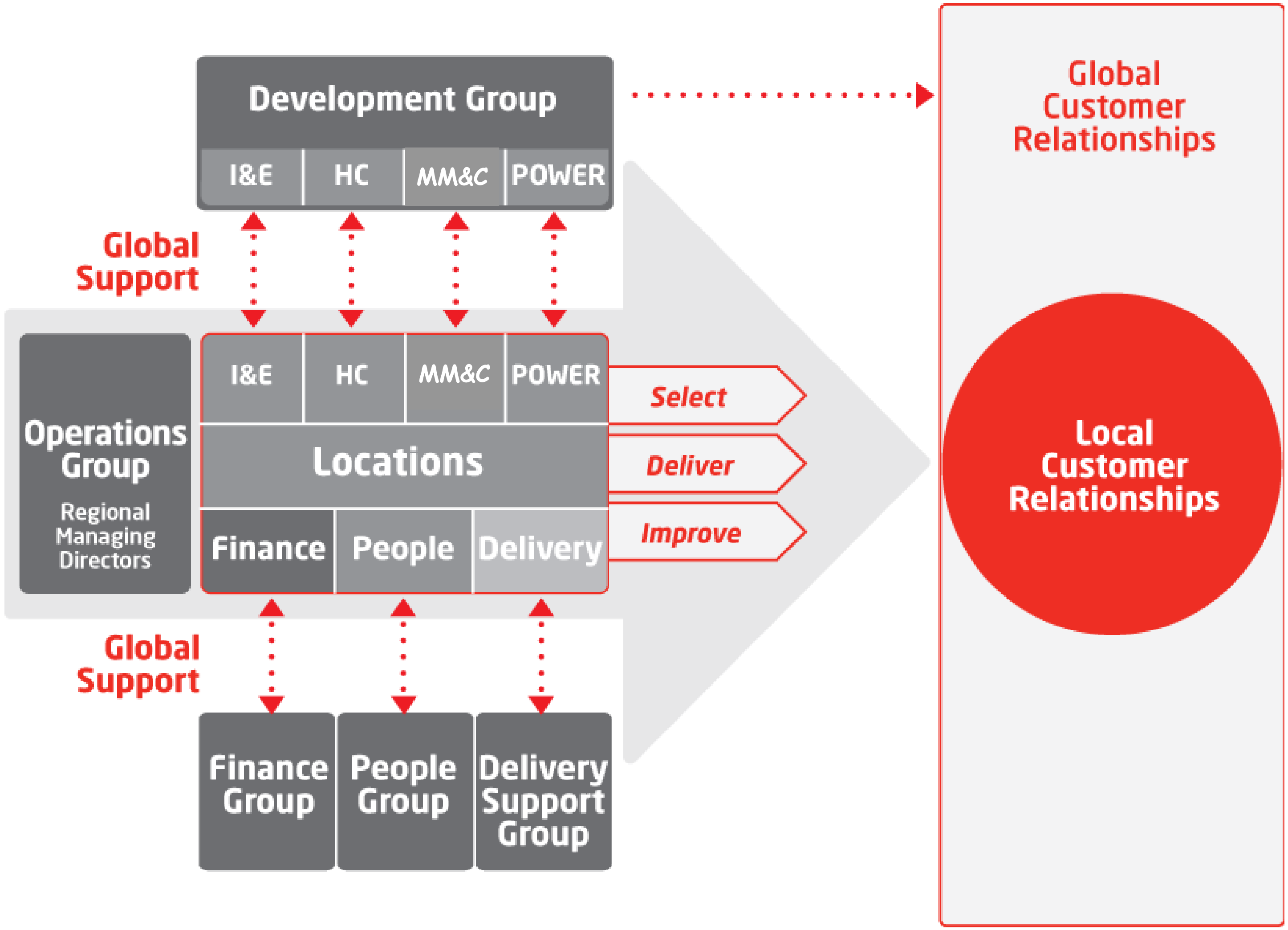
4.9 million workshare hours (FY2011: 3.4 million)

40,800 people   163 offices   41 countries

Local / global model



Building full delivery capability

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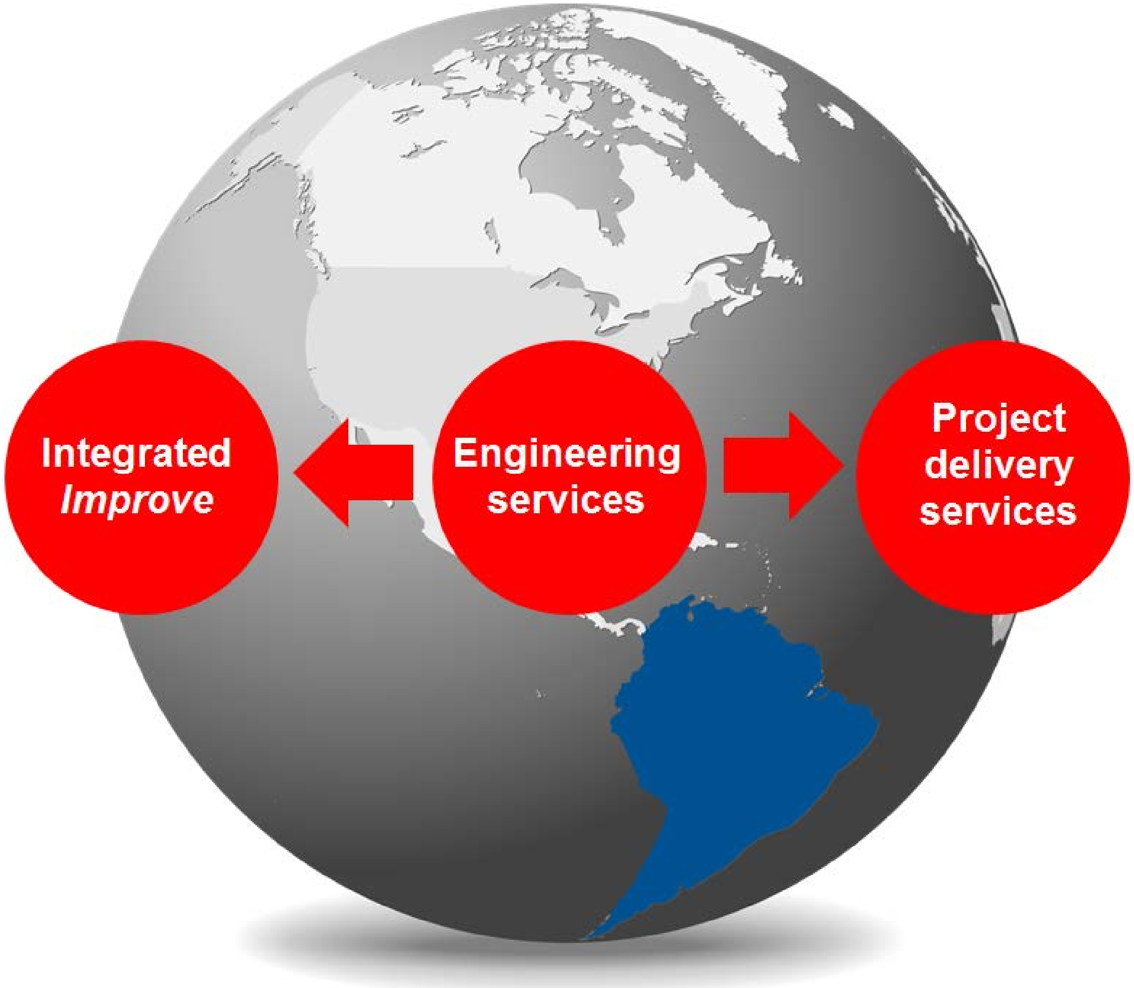

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Emerging trends

- Game changing developments in unconventional gas
  - LNG/CNG for transport
  - US renaissance
- Asian fabrication yards playing an increasing role
- Large remote projects remain very dependent on front-end enabling
- Hydrocarbons and Minerals, Metals & Chemicals markets increasingly dominated by Tier 1 companies

Overarching corporate initiatives

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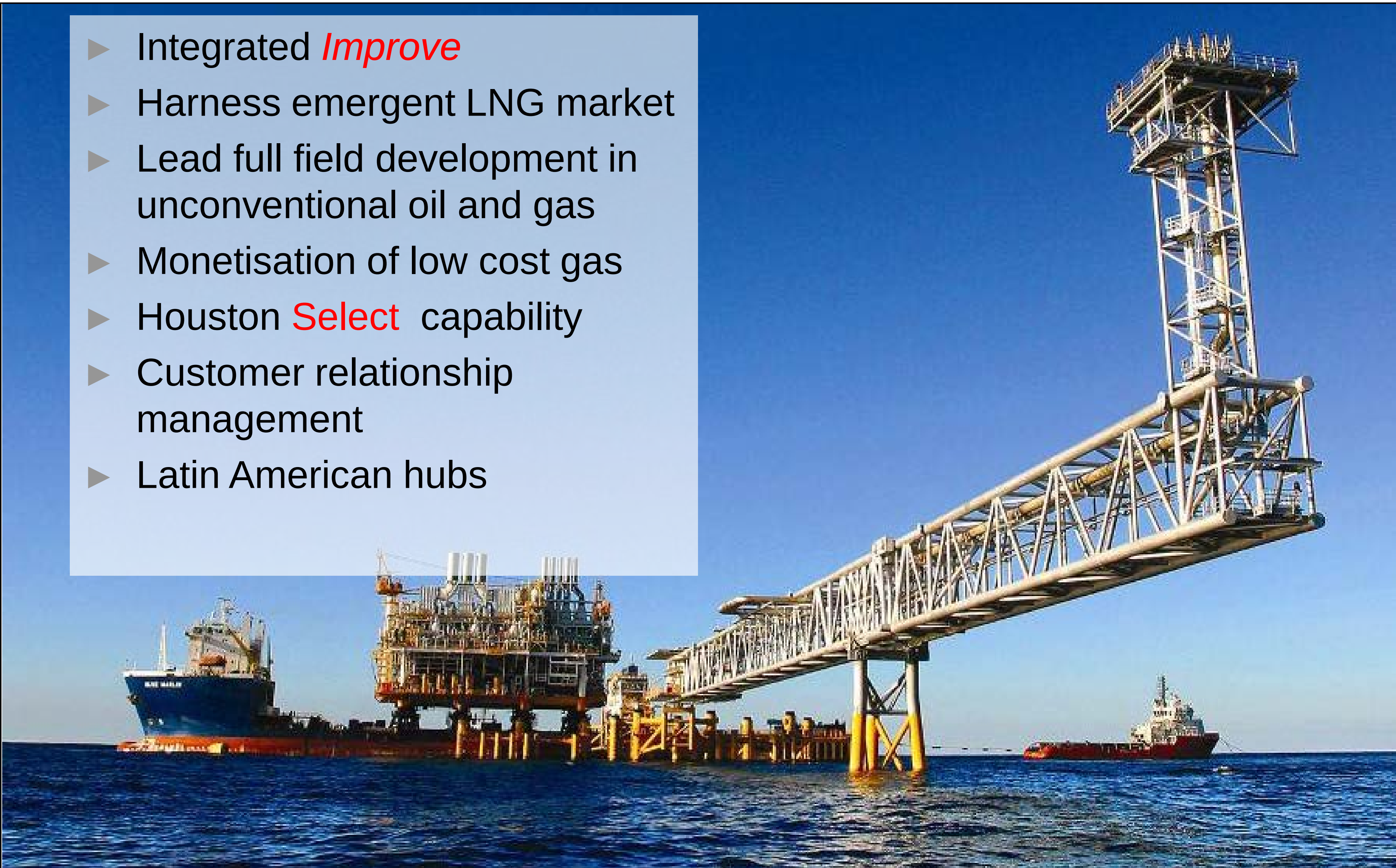
- Year of *Improve*
- Tier 1 companies deserve intense focus
- Participate in US renaissance
- China
- India – high value engineering
- Execution led delivery

Hydrocarbons focus areas

- Integrated *Improve*
- Harness emergent LNG market
- Lead full field development in unconventional oil and gas
- Monetisation of low cost gas
- Houston Select capability
- Customer relationship management
- Latin American hubs



Minerals, Metals & Chemicals focus areas

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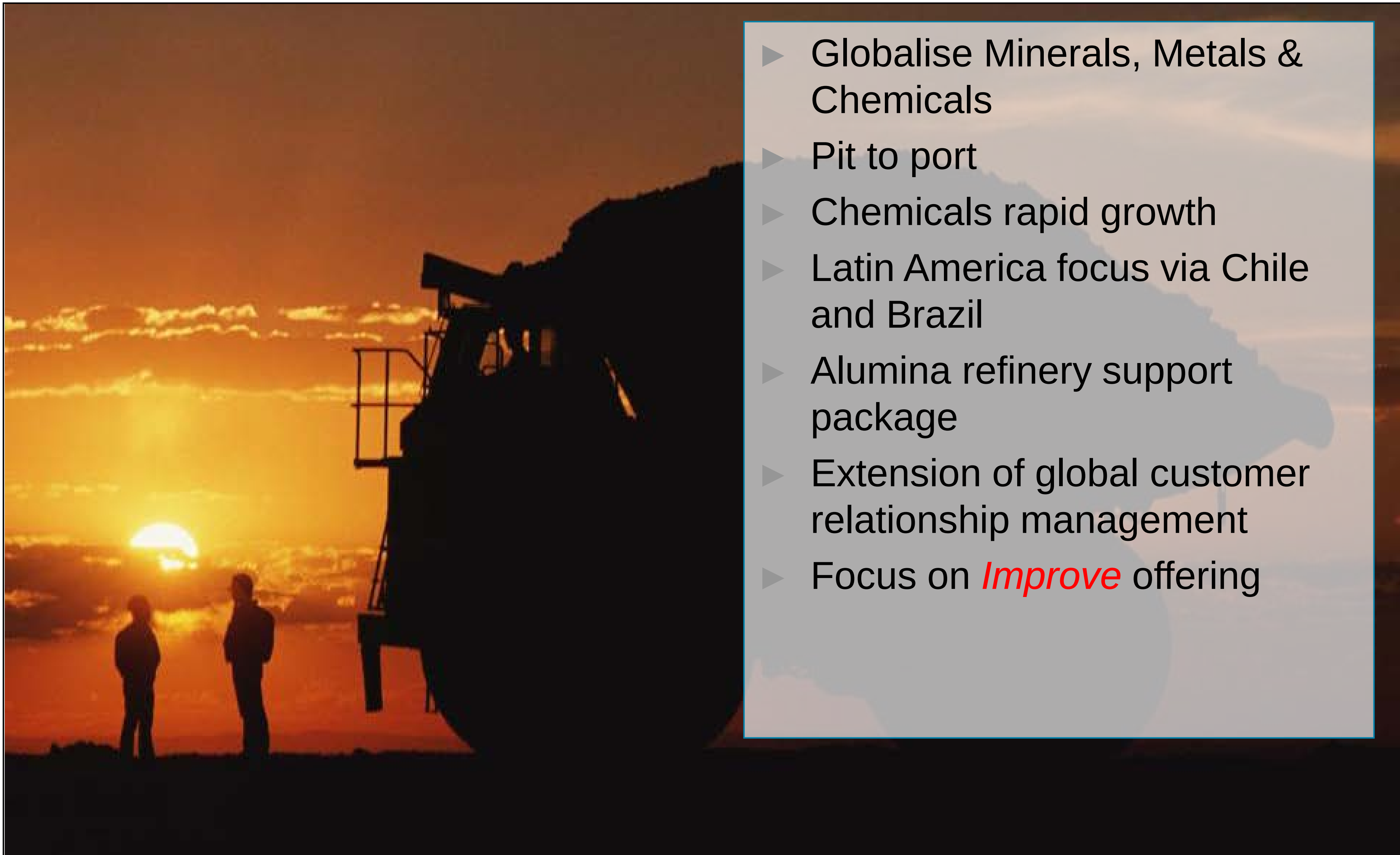

- Globalise Minerals, Metals & Chemicals
- Pit to port
- Chemicals rapid growth
- Latin America focus via Chile and Brazil
- Alumina refinery support package
- Extension of global customer relationship management
- Focus on *Improve* offering

Power focus areas

- Fossil *Improve*
- Nuclear new-build and *Improve*
- Coal power execution centre
- Middle East and Sub-Saharan Africa
- Resource power
- Networks

Infrastructure & Environment focus areas

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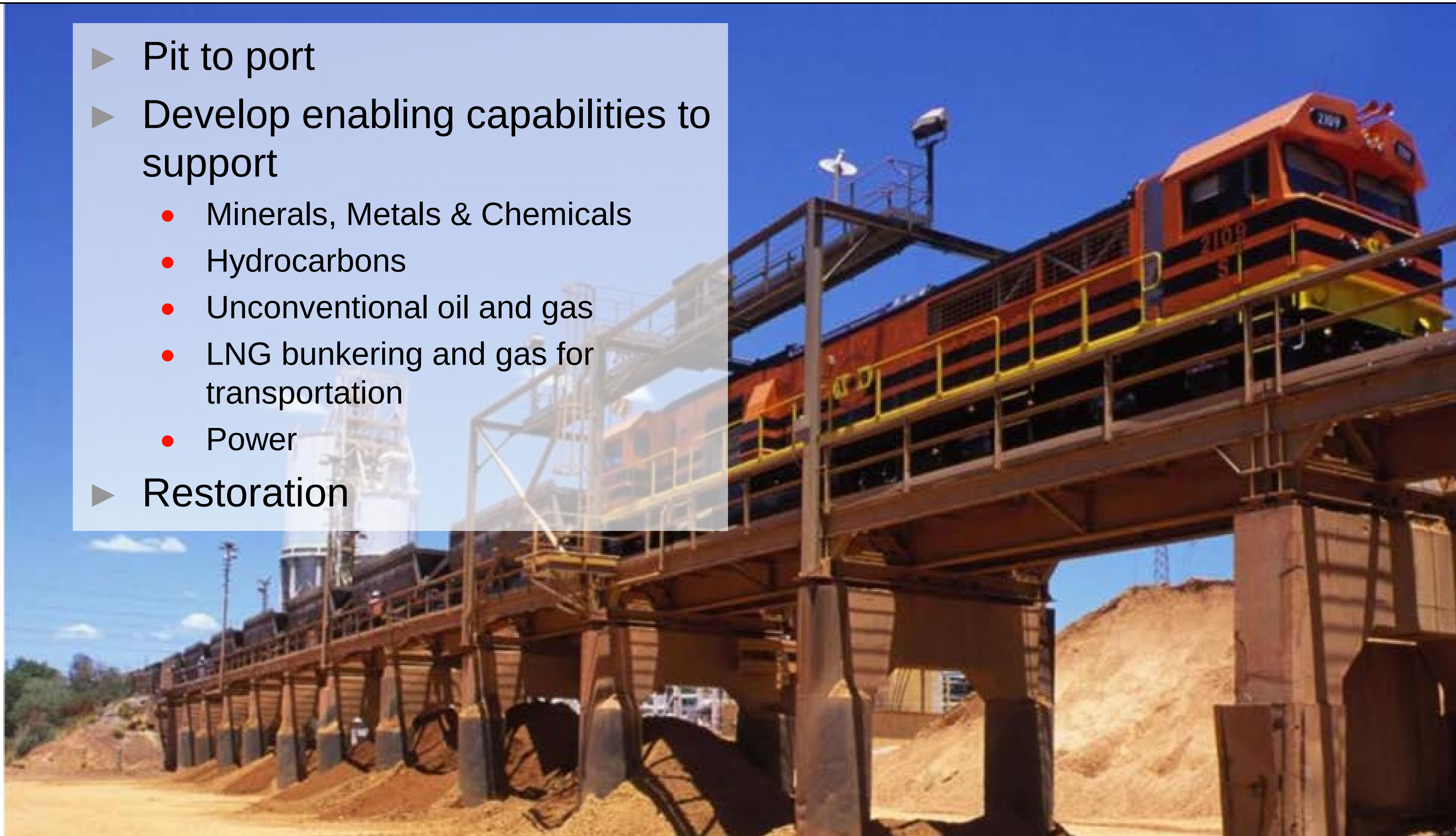

- Pit to port
- Develop enabling capabilities to support
  - Minerals, Metals & Chemicals
  - Hydrocarbons
  - Unconventional oil and gas
  - LNG bunkering and gas for transportation
  - Power
- Restoration

innovation future
competitive partnership consistency
cooperation empowerment
global collaboration
success local relationships
knowledge performance collective
delivery customer shared
common
leadership transparency
agility teamwork unity

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Delivery Support Group

Dave Steele

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Agenda

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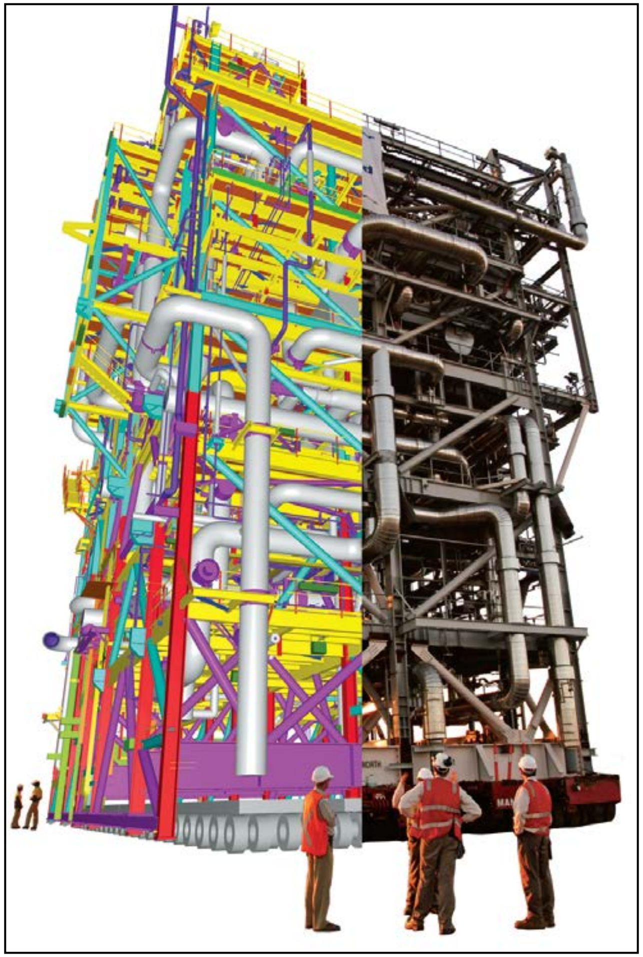
- Historical approach to project delivery services
- Our Delivery vision
- Current initiatives
- Supporting project teams



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Historic approach

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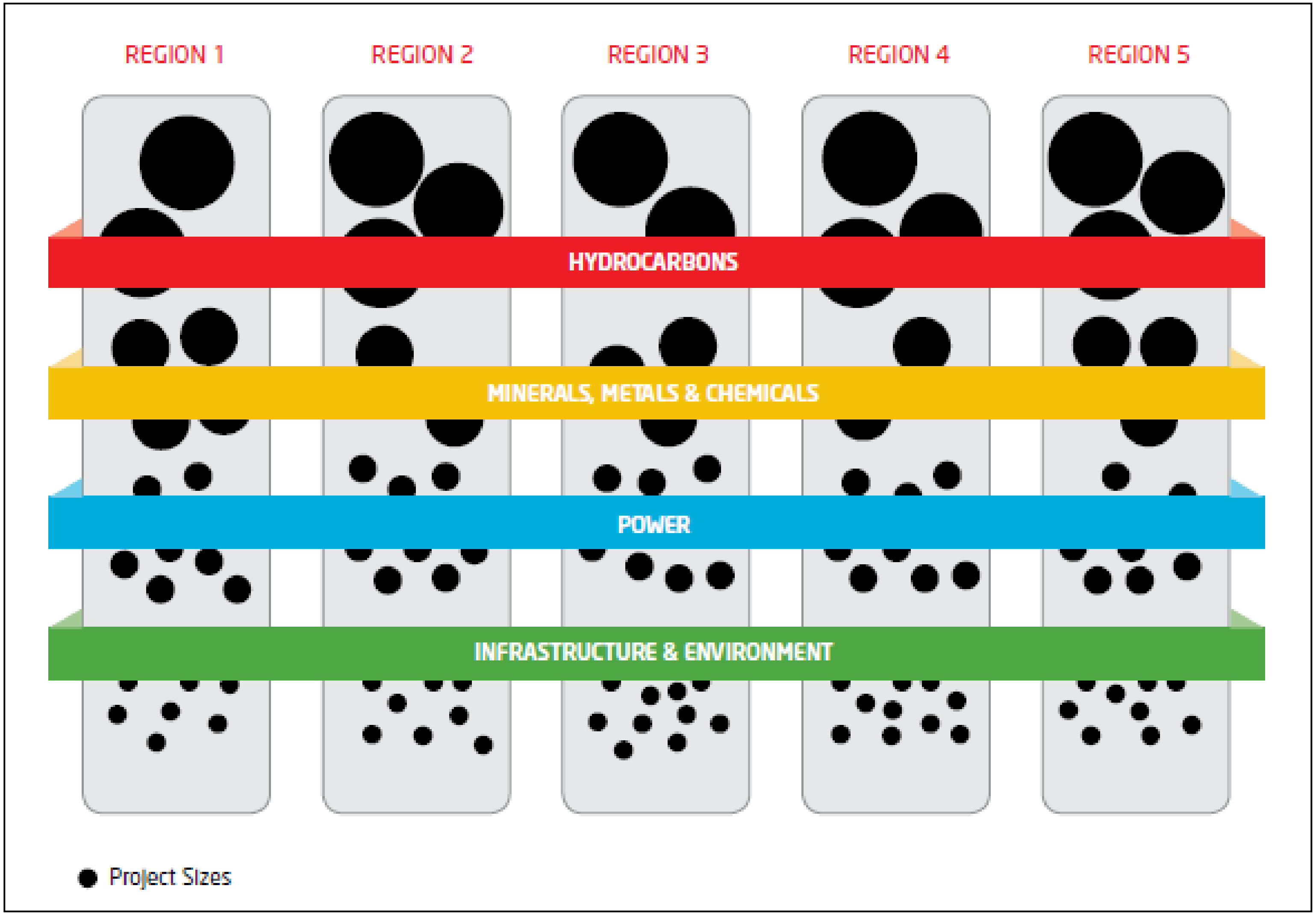

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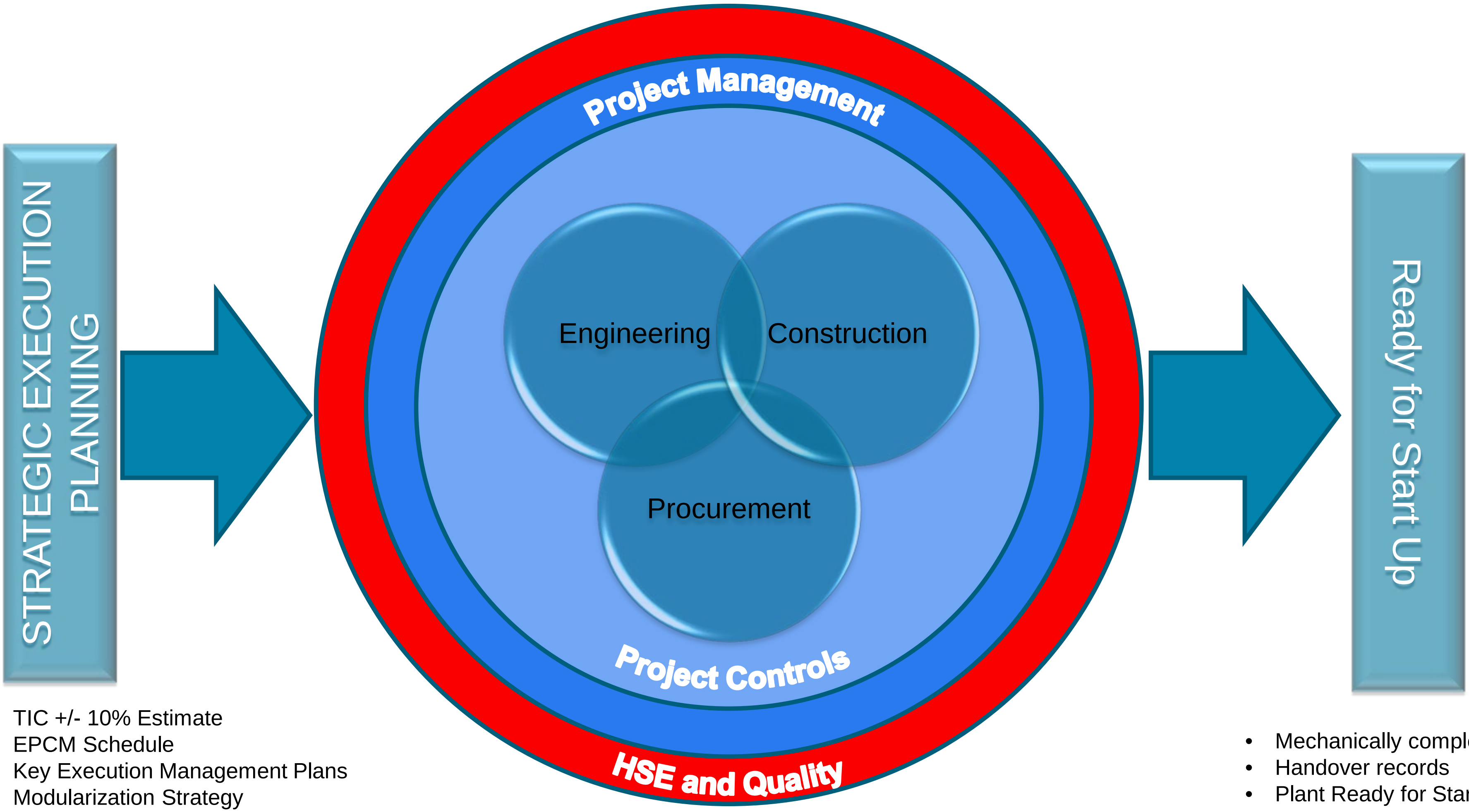
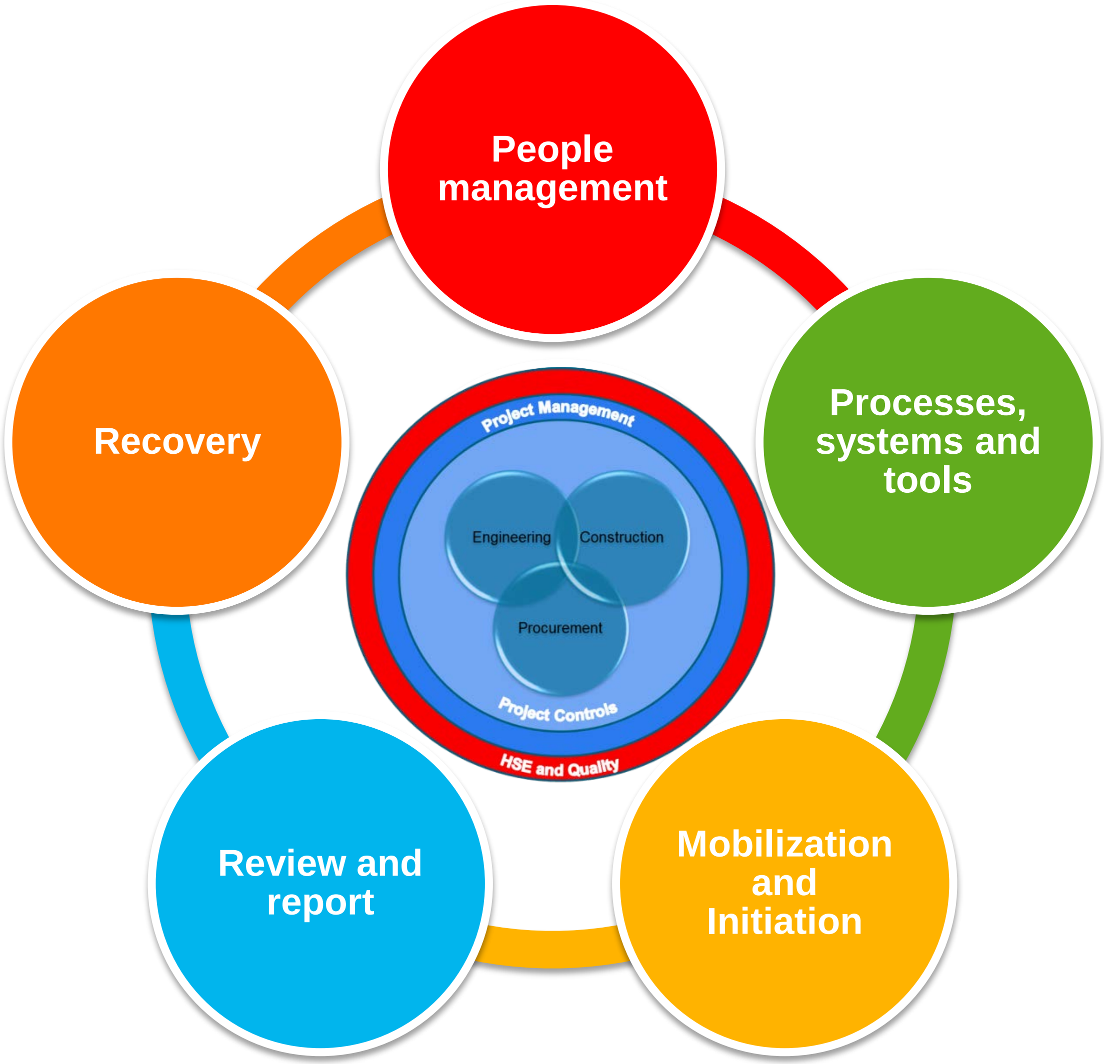
EPCM execution



- TIC +/- 10% Estimate
- EPCM Schedule
- Key Execution Management Plans
- Modularization Strategy
- Contracting Strategy
- Procurement Strategy
- Definition and Basis (FEL)
- 90 Day Plan

- Mechanically complete
- Handover records
- Plant Ready for Start-Up

Support networks



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Standard EPCM tools

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FINANCE
- **Global Business System [GBS]**

PROJECT CONTROLS

SERVICES
- Services Estimating System [SES]
- InControl V10

TIC
- Aspen [ACCE]
- Quest
- PREDICTION+

- **Primavera P6** (ORACLE | PRIMAVERA)

PROCUREMENT & CONTRACTS
- **SmartPlant Materials [SPM]**
- Contract Administration Management System [CAMS]
- iSupplier (SUPPLIER PORTAL)

CONSTRUCTION & COMPLETIONS
- PREDICTION+ JCS
- Site Query Tool [RFI]
- Completions Management Tool [CMT]

ENGINEERING
- **Engineering Design Systems**
- **Engineering Specification Management**

Control Account (WBS + CoA + ADC/CT)

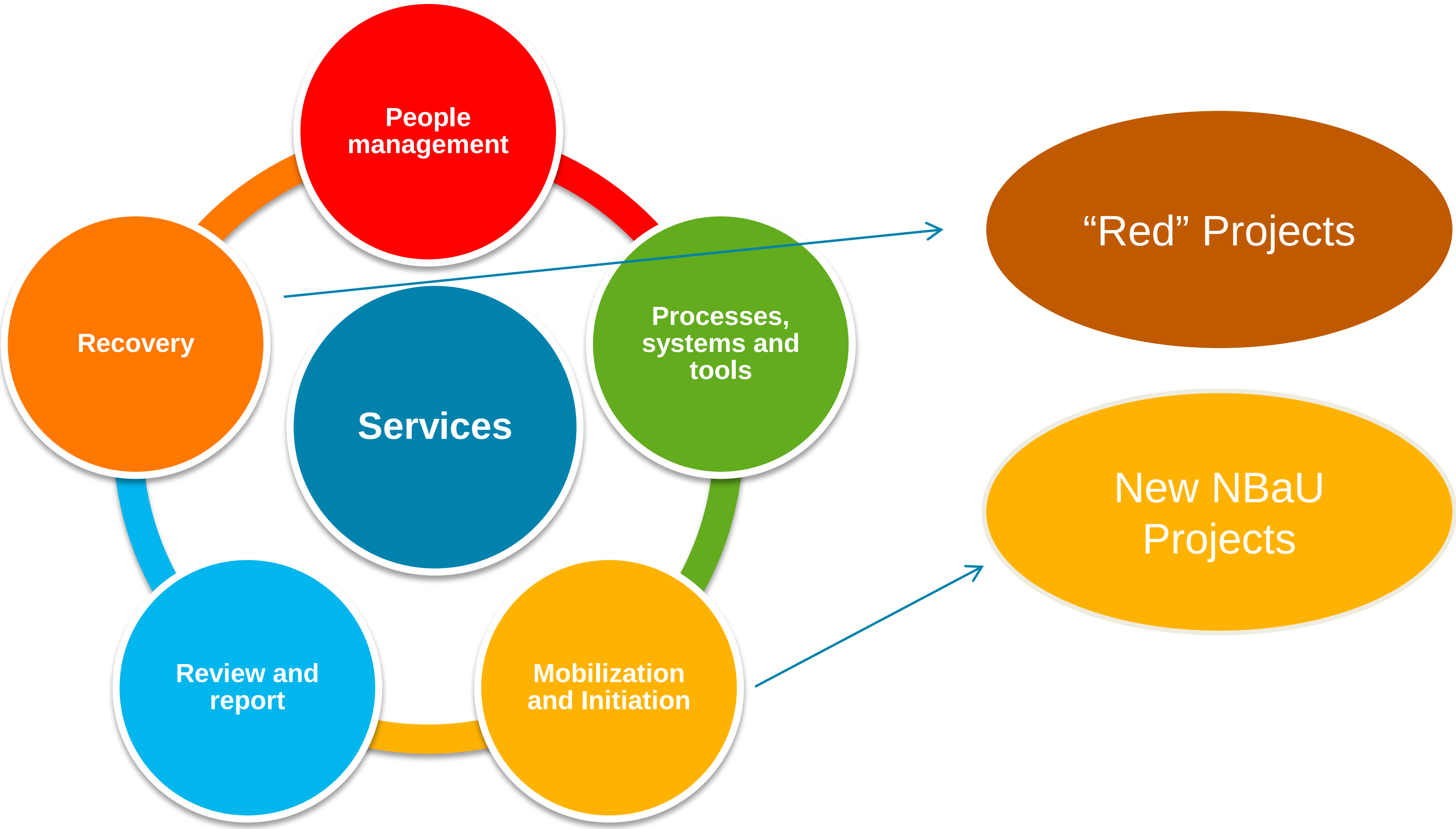
HSE Recording and Reporting

OmniSafe

DOCUMENT & DATA MANAGEMENT

SPF / Encompass

Direct project support



Enhanced processes

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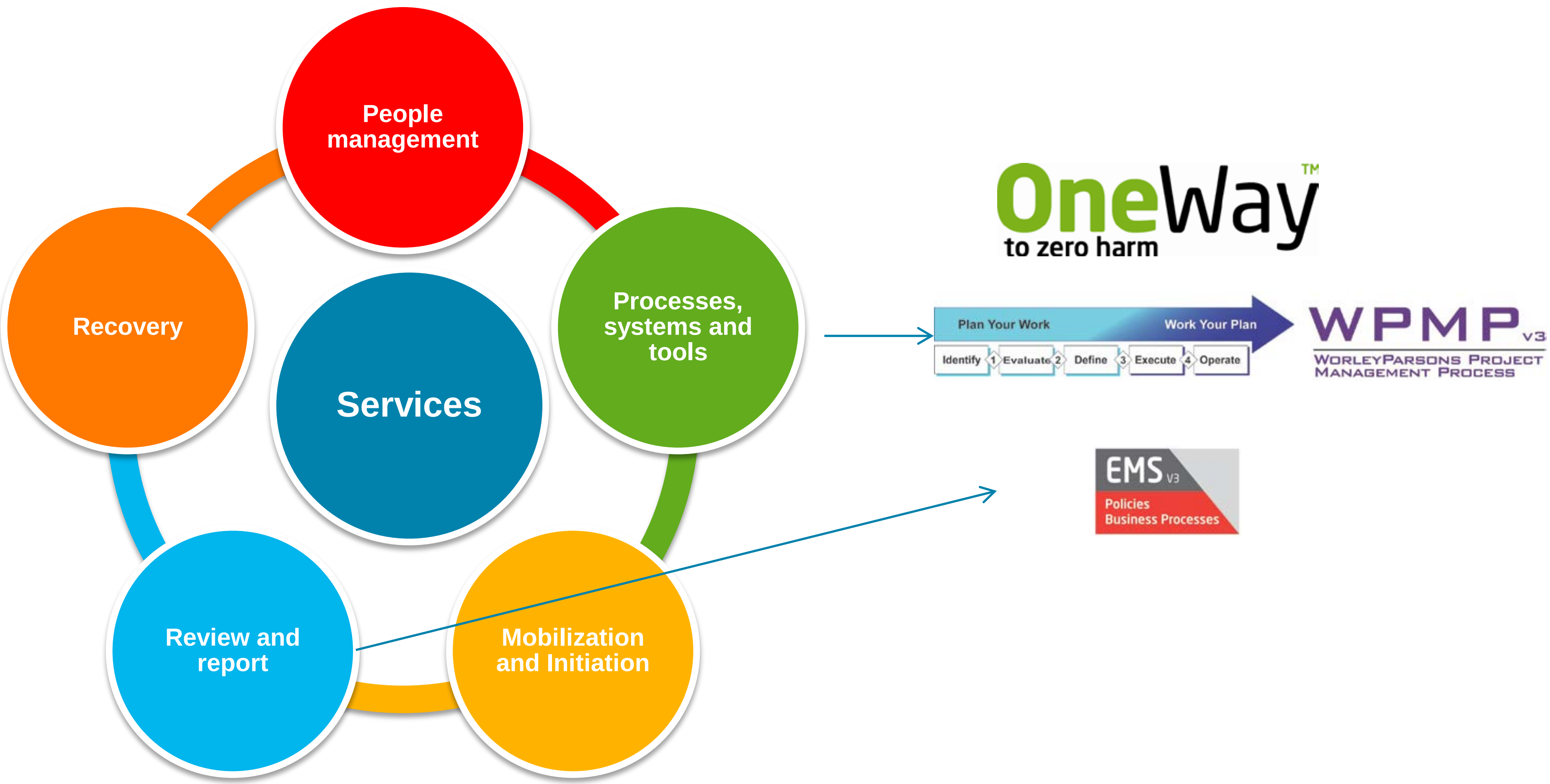

EPCM execution

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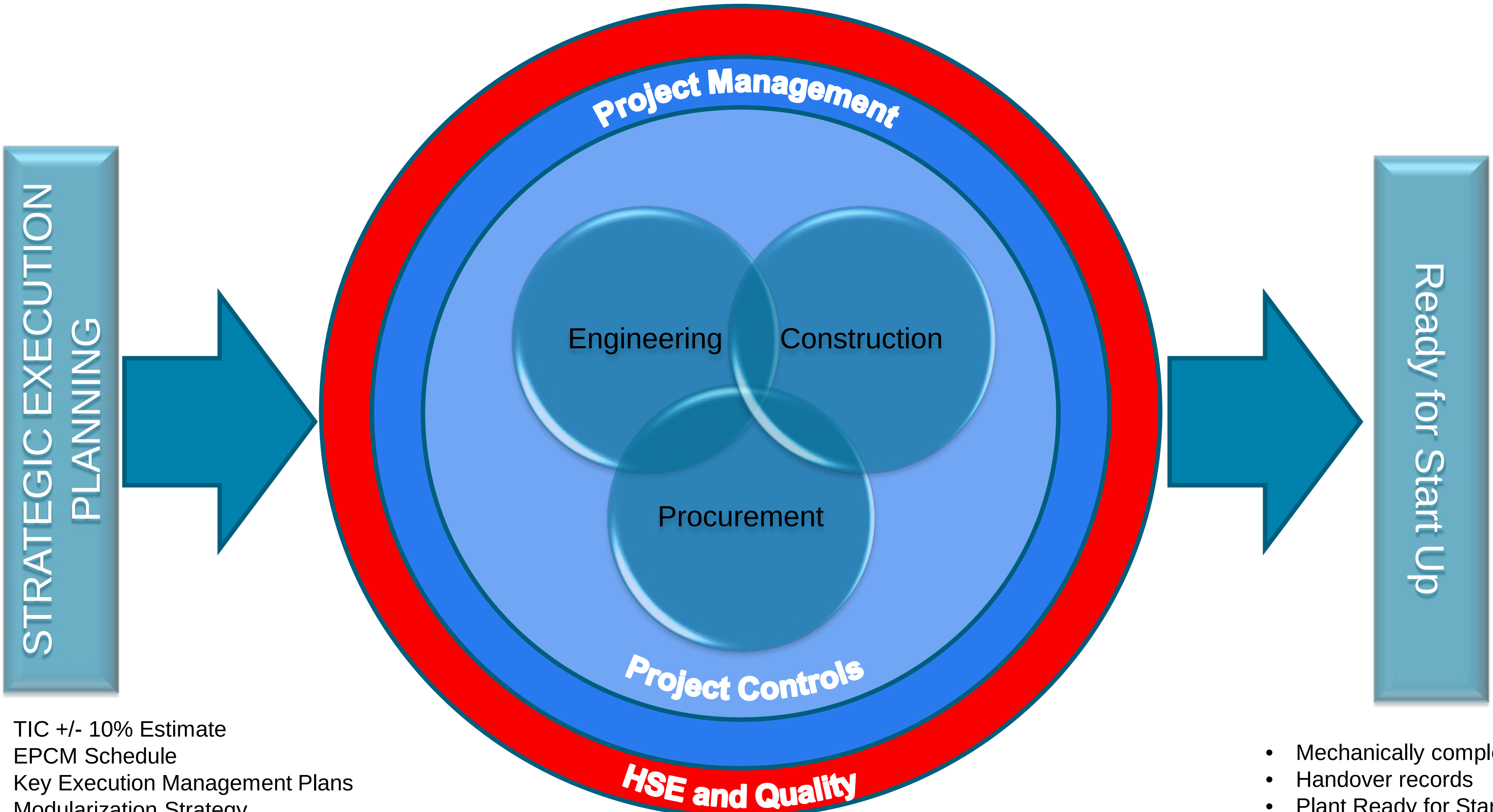

- TIC +/- 10% Estimate
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Supporting project teams

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Shondoni project, South Africa

Khazzan Makkarem project, Oman

QGC project, Australia

MAK project, Mongolia

The key to success

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Unconventional oil and gas

Brian Evans

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Agenda

- Global unconventional reserves, production and trends
  - China
  - Australia
  - North America
- WorleyParsons' unconventional offering
- WorleyParsons' unconventional projects update

Global view to 2040

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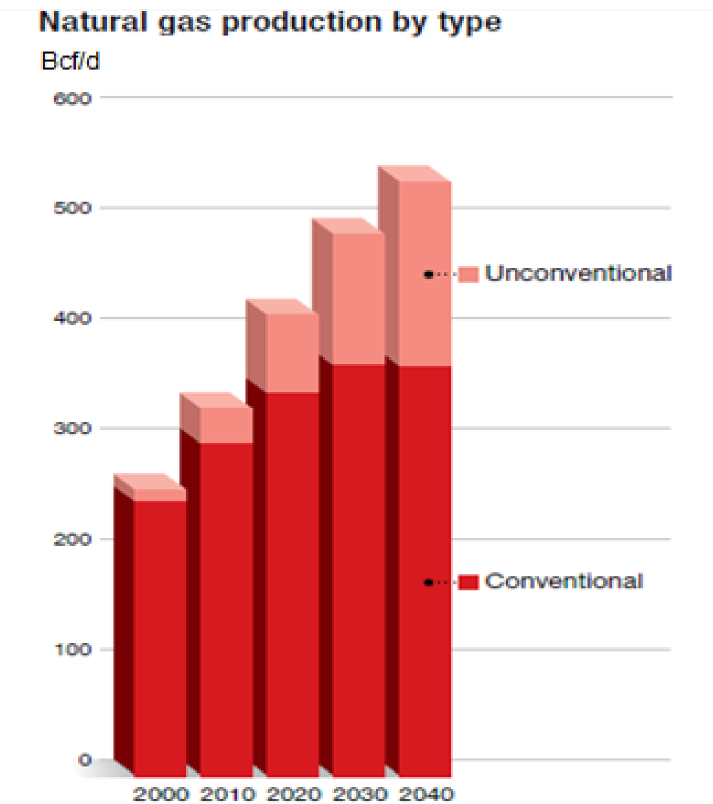
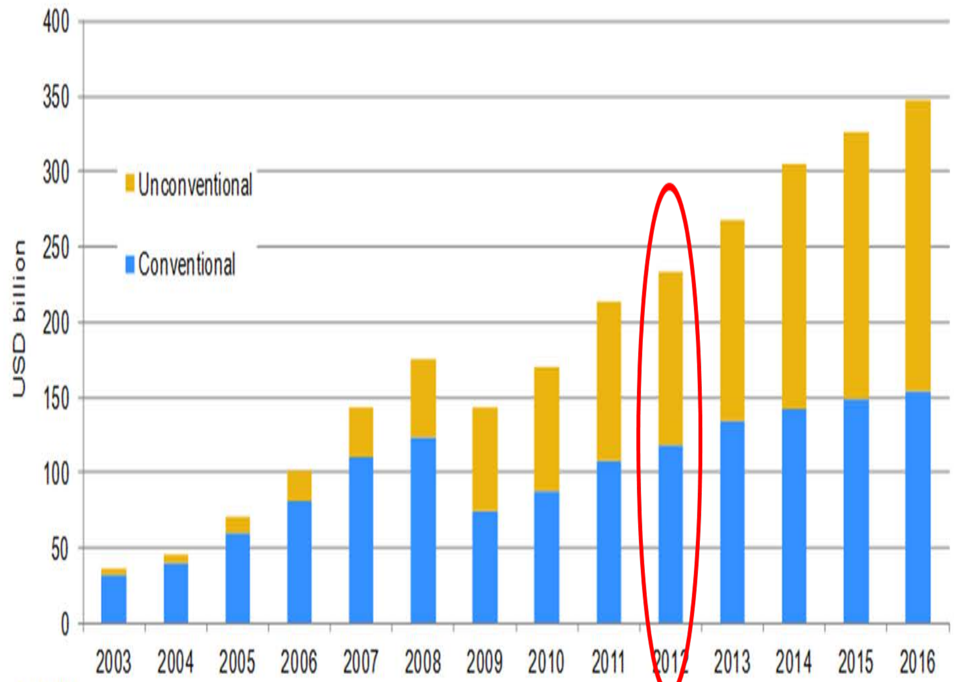
resources & energy

- Globally, unconventional gas production is forecast to comprise 30% of total production by 2040



Global natural gas production by type
(ExxonMobil 2012)



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- But…in North America, 50% of capital is already spent on unconventional resources

Global view to 2015

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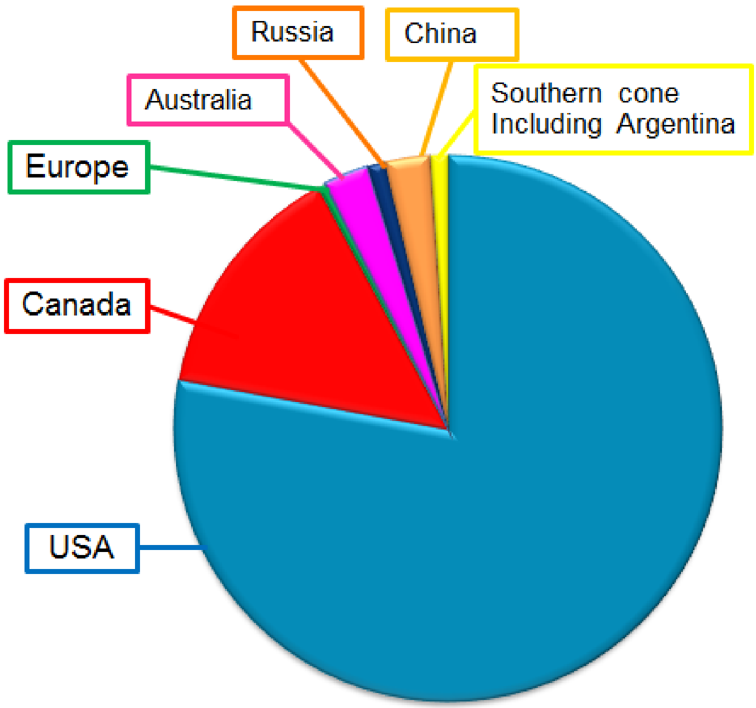
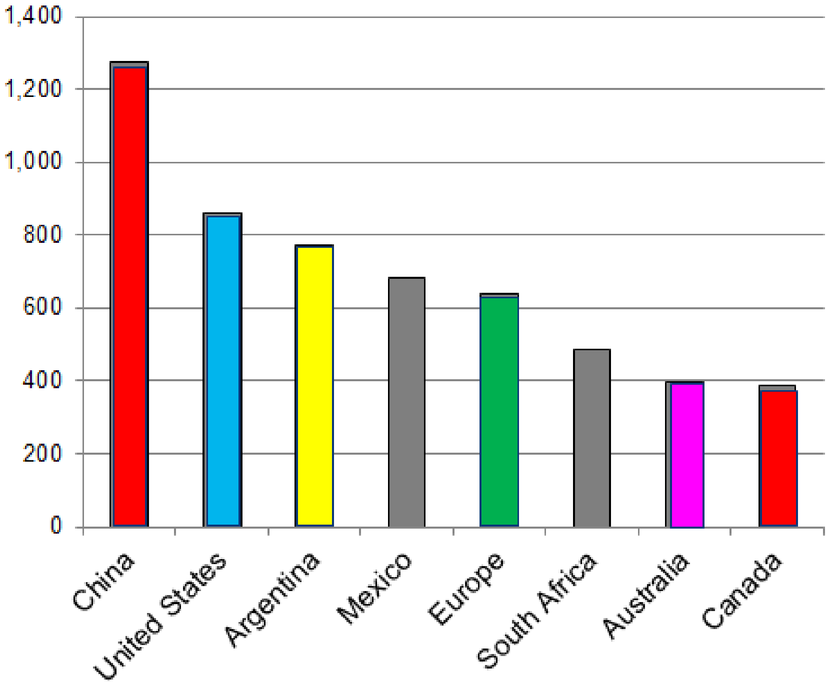
Production



2015 Forecast global unconventional gas production by region
(EIA data, 2011)

Reserves



Technically recoverable shale gas by region [Trillion cubic feet]
(EIA data, 2011)

Unconventional liquids view to 2040

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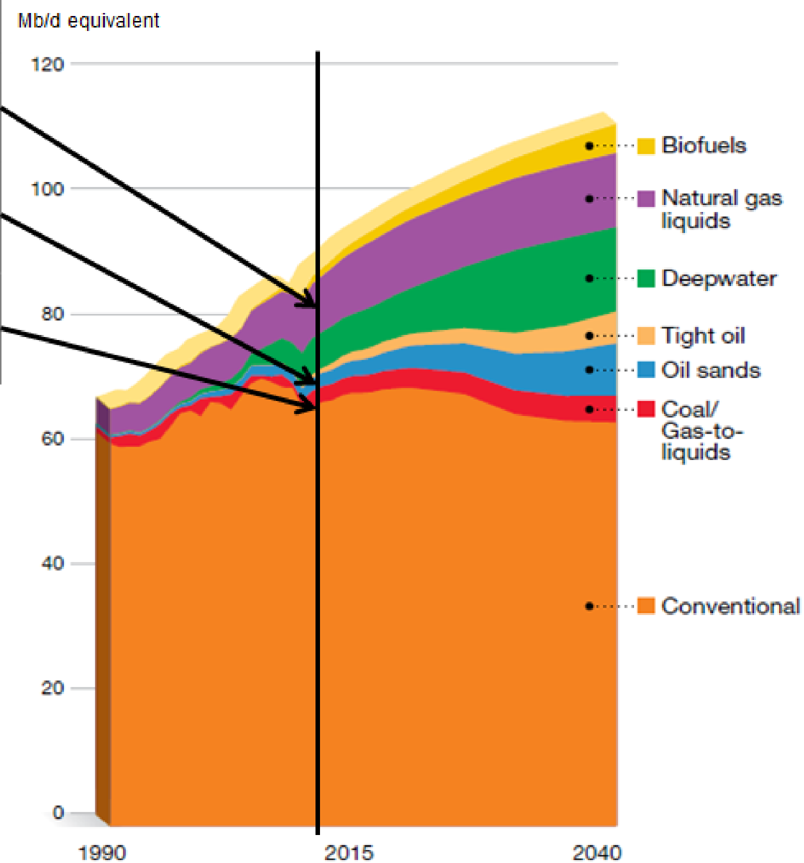
2012
NGL at ~8% share
Tight at < 1% share
Coal/ GTL at ~1% share



Liquids supply by type

(ExxonMobil 2012)

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Unconventional liquids view to 2040

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2012
NGL at ~8% share
Tight at < 1% share
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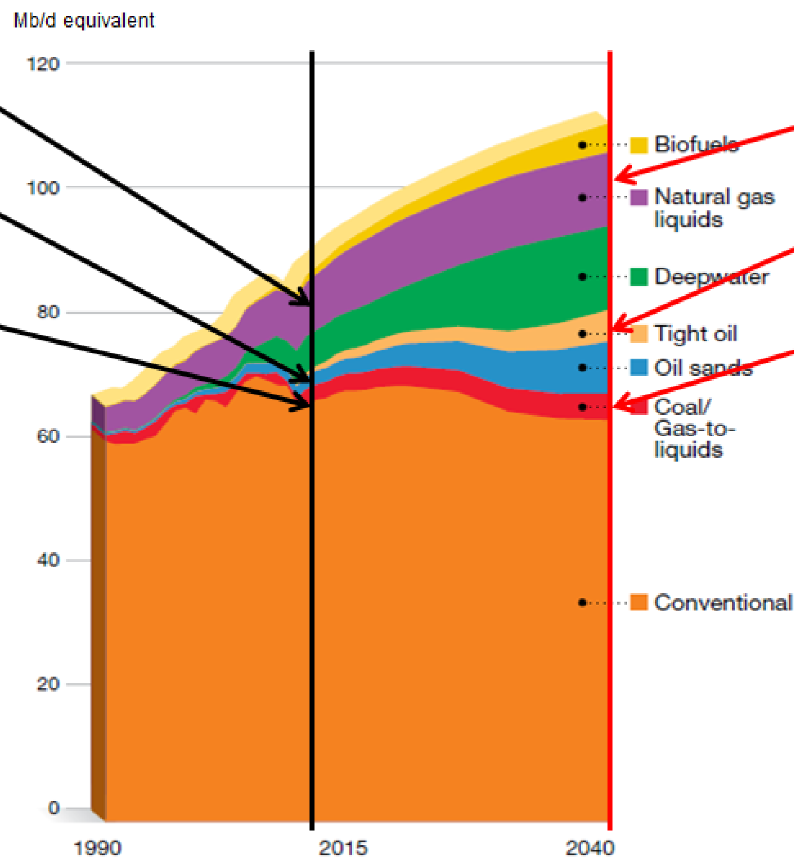

Liquids supply by type
(ExxonMobil 2012)

2040
NGL to grow to ~15% share
Tight oil to grow to ~5% share
Coal/ GTL to grow to < 5% share

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North American production

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North American unconventional gas production → Creation of significant pricing disparity

 $3.31 / mmbtu Average spot price of gas in US (Henry Hub, Oct 19 2012)	 $17.70 / mmbtu Spot price of LNG in Asia (September 2012)	 $21.20 / mmbtu Average price of oil in US (energy equivalent based on $111/barrel Oct 19 Brent price)

Chinese shale gas plays

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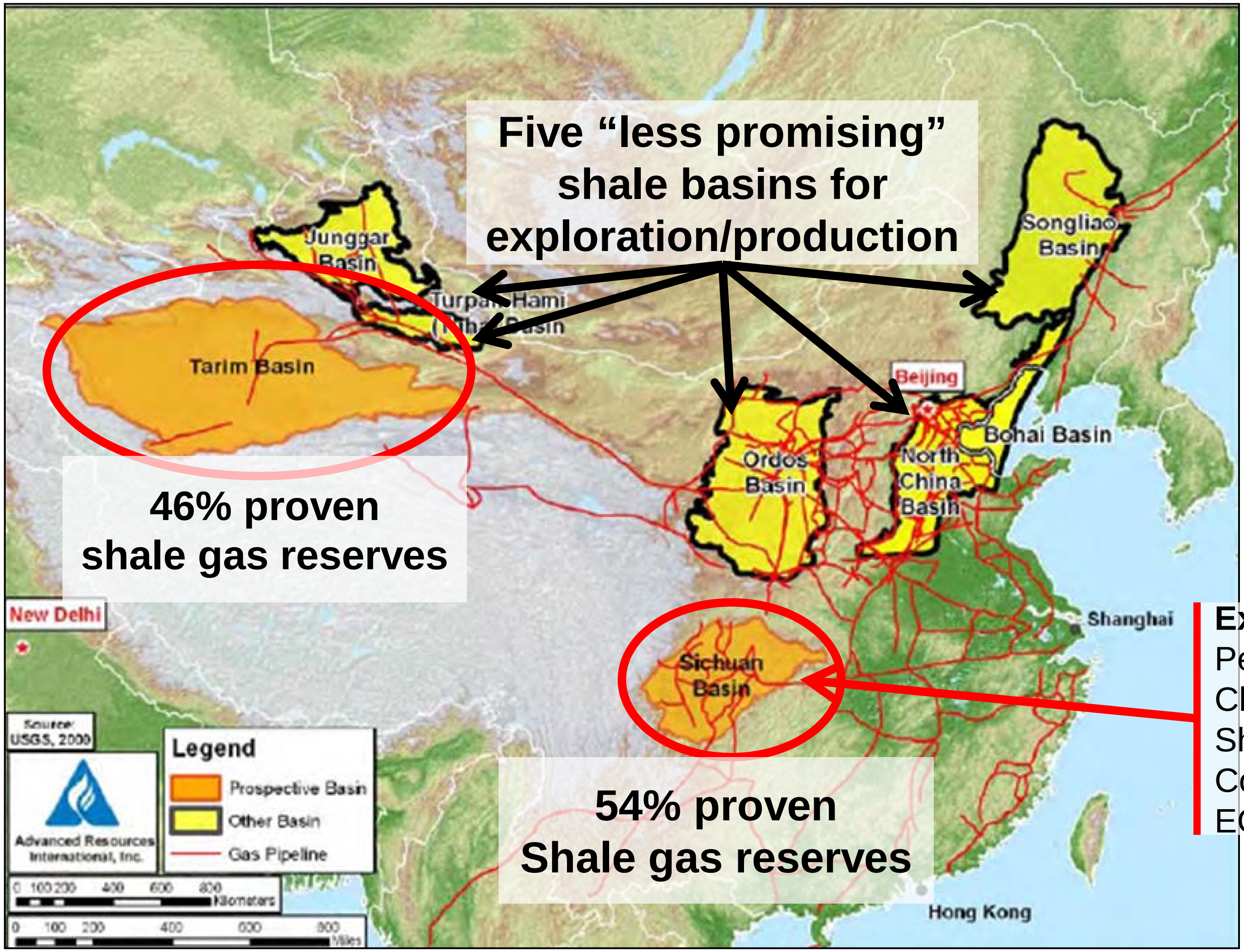
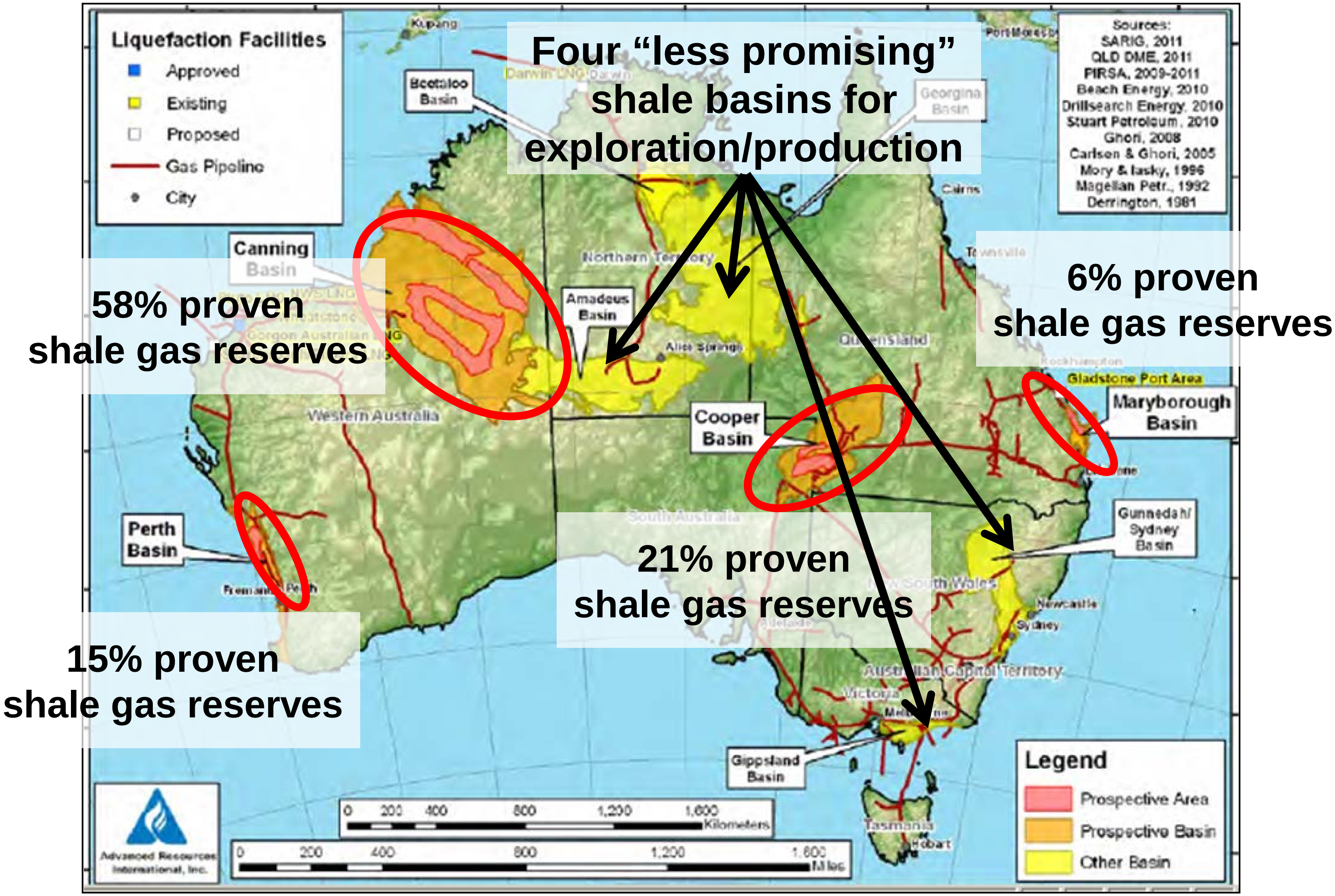


Exploration
PetroChina
Chevron
Shell
ConocoPhillips
EOG

EIA, April 2011

Australian shale gas plays



North America shale gas plays

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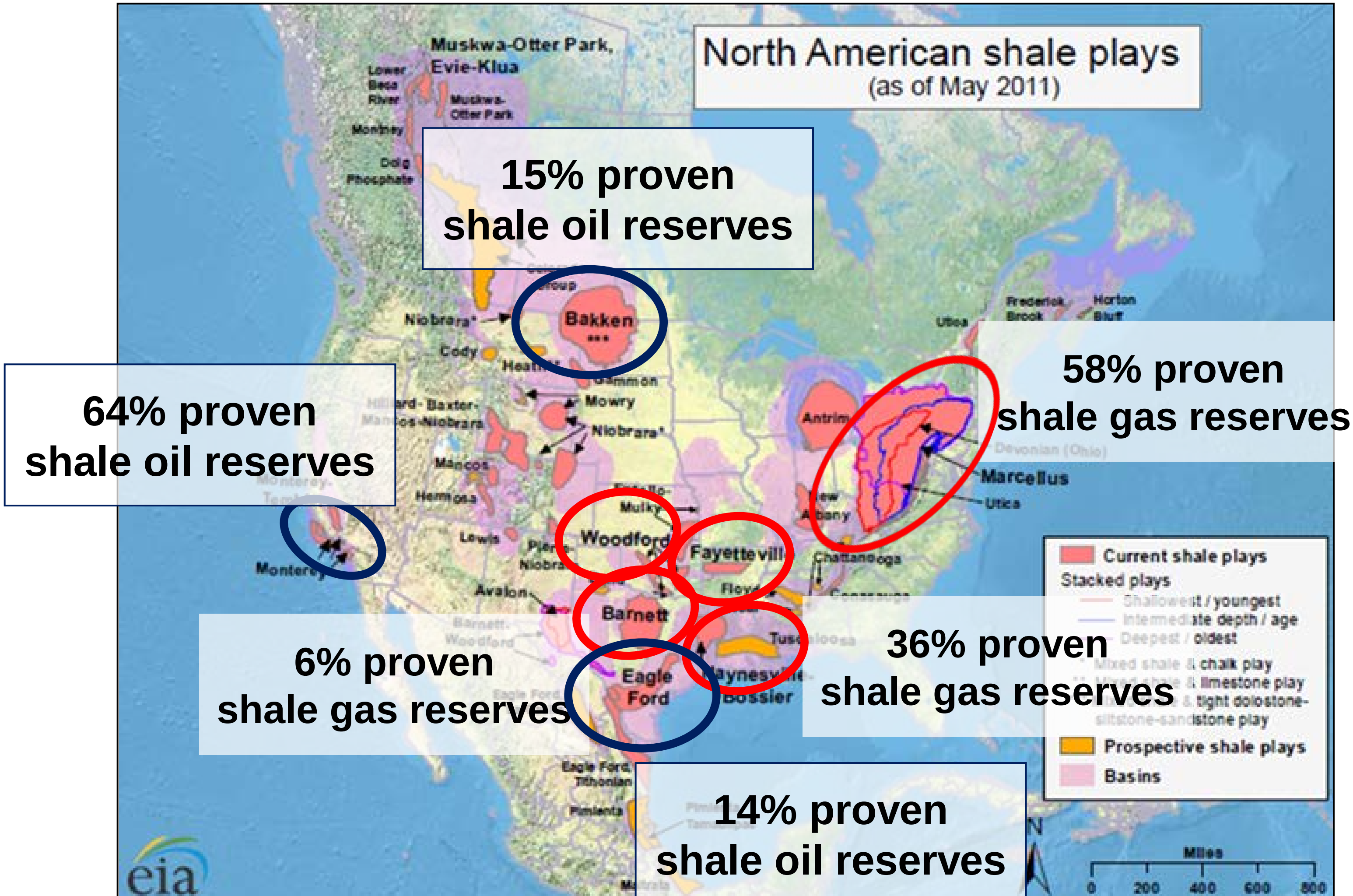

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Full field development leading to value creation

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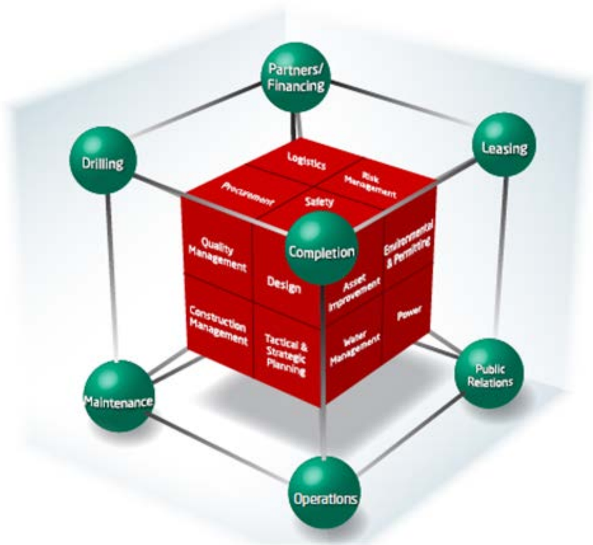

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Lean Delivery model

VALUE CREATION

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Full phase delivery services

CONCEPT / SELECT	PROJECT DELIVERY	ASSET IMPROVE
• Environmental • Stakeholder Management • Pre FEED • Early Works • Source water options	• Planning / Logistics Management • Design standardization • Total Water Management • Supply chain Management • Modularization • Global procurement	• Operational efficiency • Maintain / optimize
OUTCOME: PROJECT VIABILITY SOCIAL LICENCE TO OPERATE	OUTCOME: LEAN DELIVERY MODEL	OUTCOME: TECHNICAL EFFICIENCY AND CONTINUED SOCIAL VIABILITY

International experience

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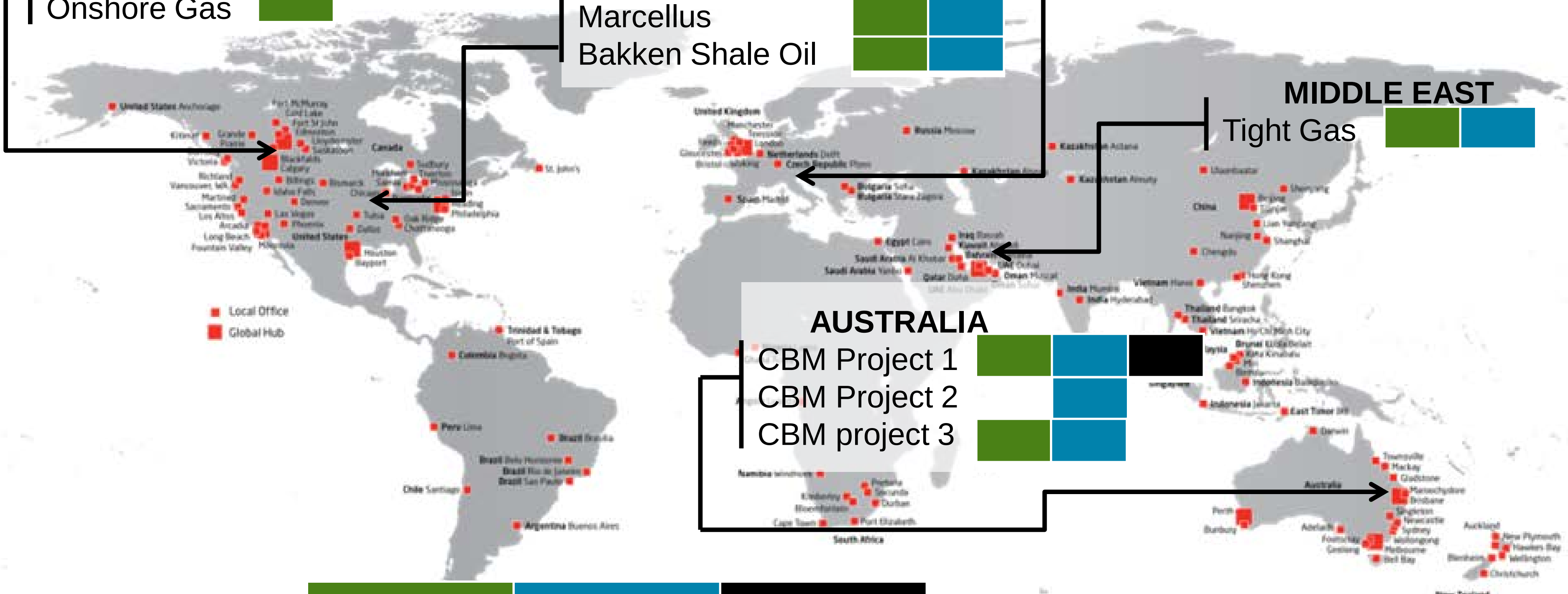
CANADA
- Montey
- Horn River
- Farrell Creek
- Duvernay
- Onshore Gas

USA
- 2X Eagle Ford
- Kansas Tight Oil
- West Texas
- Colorado Shale Oil
- Marcellus
- Bakken Shale Oil

EUROPE
- France Shale
- Spain Shale
- Morocco Shale

MIDDLE EAST
- Tight Gas

AUSTRALIA
- CBM Project 1
- CBM Project 2
- CBM project 3



SELECT **DELIVER** **IMPROVE**

EcoNomics

South Texas shale programs

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Eagle Ford Project #1

106,000 Acre – Contiguous Block

- Approximate 900 well program
- Gas Processing – 600MM SCFD
- Stabilized Condensate – 60-90 kbpd
- Gas processing, gathering & pipelines
- Frac water recovery / prod. water treat.
- Instrumentation & electrification

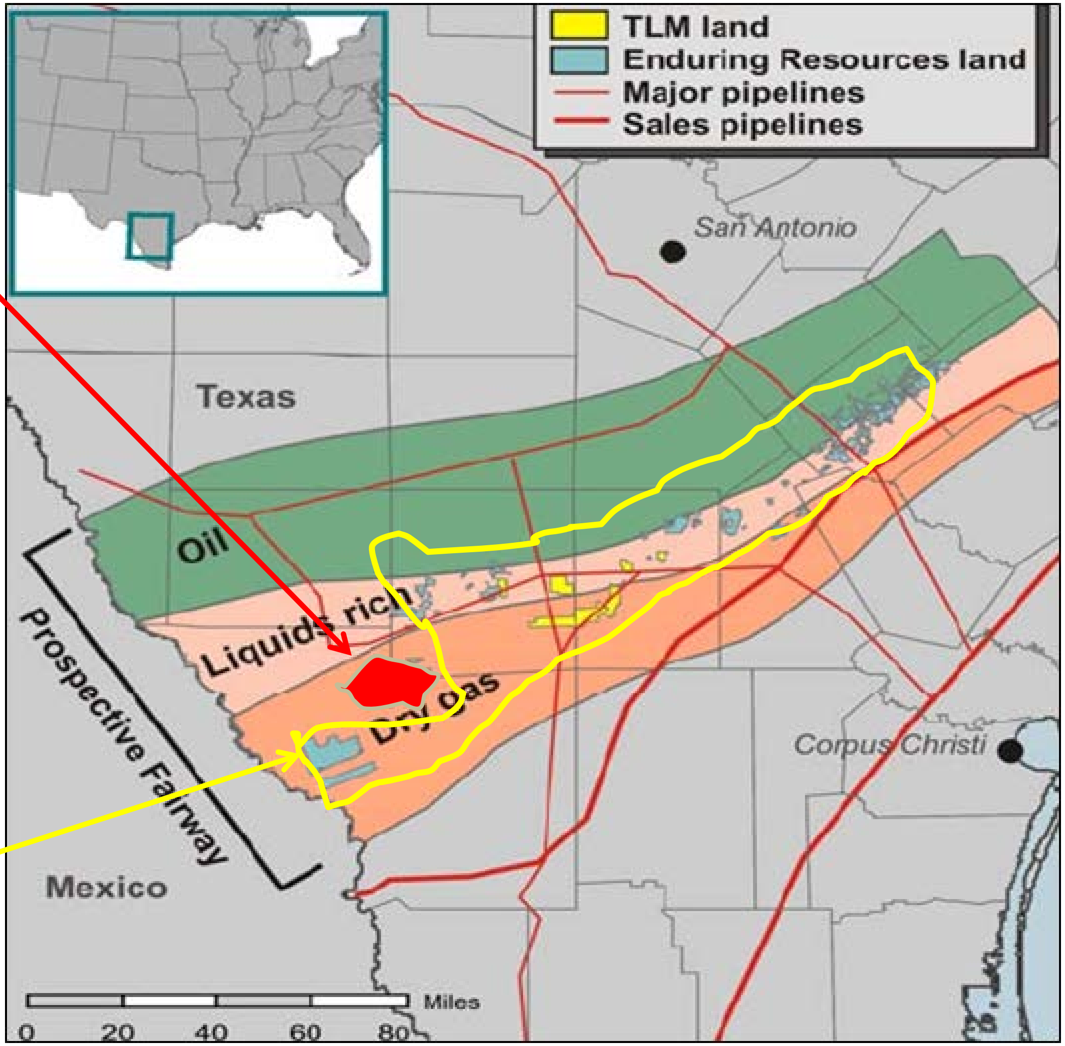
WorleyParsons: program manager

Eagle Ford Project #2

134,000 Acre – over 5 counties

- About 1,200 wells to be drilled
- 800 miles of pipeline installations
- Project Management
- Air / pipeline permitting support
- FEED engineering
- Detail engineering
- Construction drawing development

WorleyParsons: engineering & procurement manager



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Oman tight gas program

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- **Full field project scope**

~500km of gas gathering pipeline system

~330 gas wells, 8 -10 drilling rig program

Gas processing plant of capacity 1.2 billion scf/d

~150km export pipelines for gas and condensate products into Oman markets

Construction manpower peak of ~8,000 people

- **Execution: London and Muscat**

Finalising FEED for field infrastructure – late 2012

Extended FEED for export pipelines

Early infrastructure works – water supply, camps, roads, drilling support

World-class mega project
Multi-billion dollar investment by tier 1 global energy company

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Improve

Graeme Henderson

EcoNomics

Agenda

- Background
- Progress Update
- Significant trends in *Improve* market
- Extending existing services
- Leveraging know how
- Entering new geographic markets

Improve background

- WorleyParsons' *Improve* teams work with our customers in long-term partnerships to optimise the performance of their ongoing operations
- We integrate our success with the owner/partner by linking our performance to compensation
- We tailor our offering to meet the unique needs of individual customers and sites
- We use our know how to leverage operational cashflow

Improve global reach

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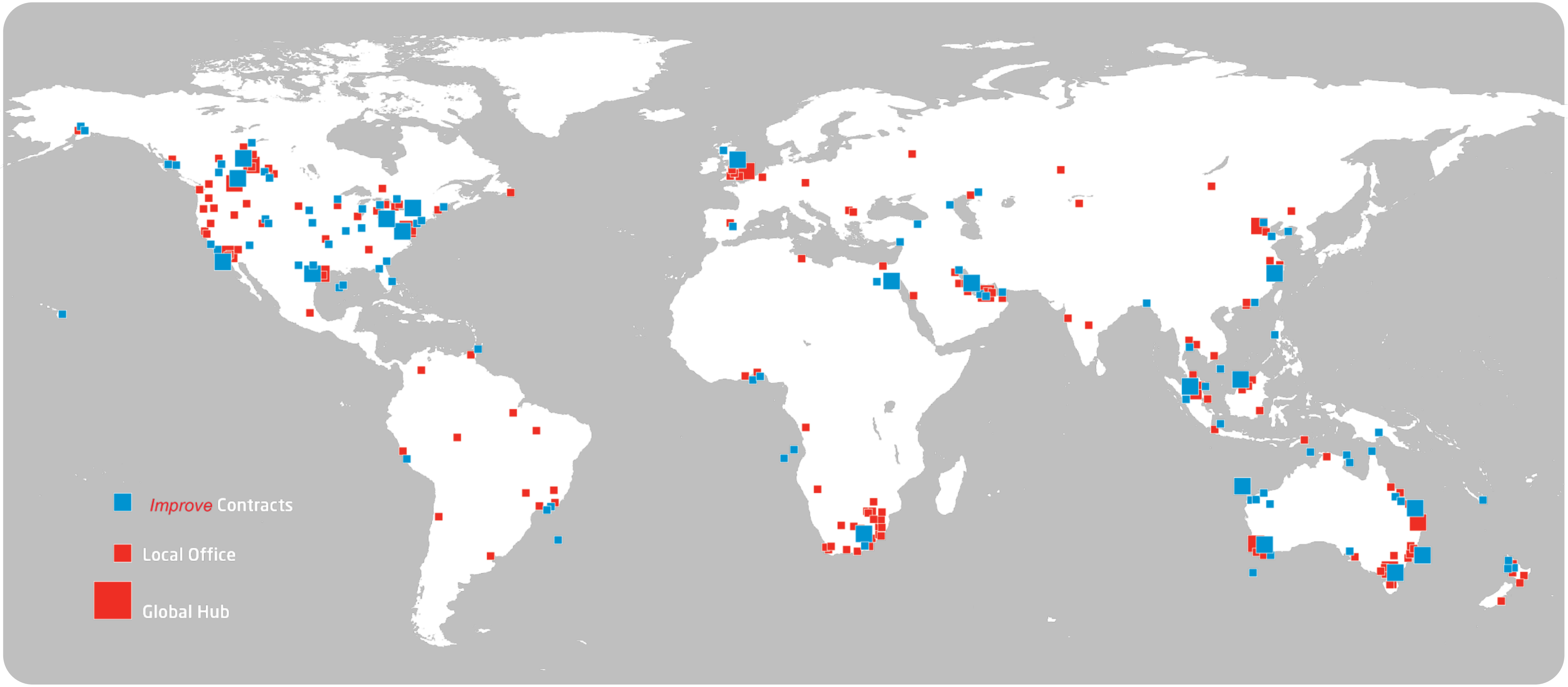

260+ long term contracts

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Recent success

7 New Minerals, Metals & Chemicals long term contracts

12 New Power long term contracts

4 New Infrastructure & Environment long term contracts

14 New Hydrocarbons long term contracts

Improve multi-site wins

- Selection criteria for multi-site agreements is often based upon:
  - Recognition of our leadership position in long term contracts
  - Proven safety performance
  - Global footprint
  - Global systems and processes

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BASF The Chemical Company

MARATHON

ppl™

Key new contract wins

USA	INDONESIA	USA	AUSTRALIA
Bruce Power Sustaining Projects	**Chevron Pacific** Engineering and Construction Management	**LyondellBasell** Small Projects Alliance	**BHPB Iron Ore** Sustaining Capital Delivery
Annual renewal	5 years	3years	3 years




Significant market trends

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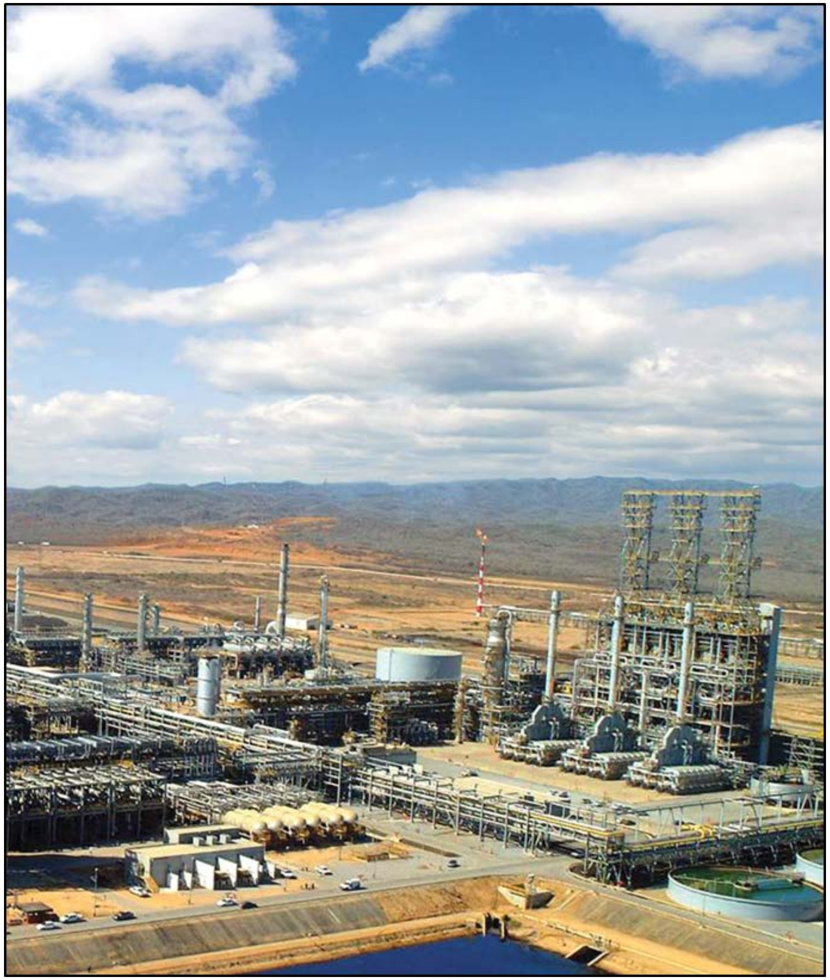
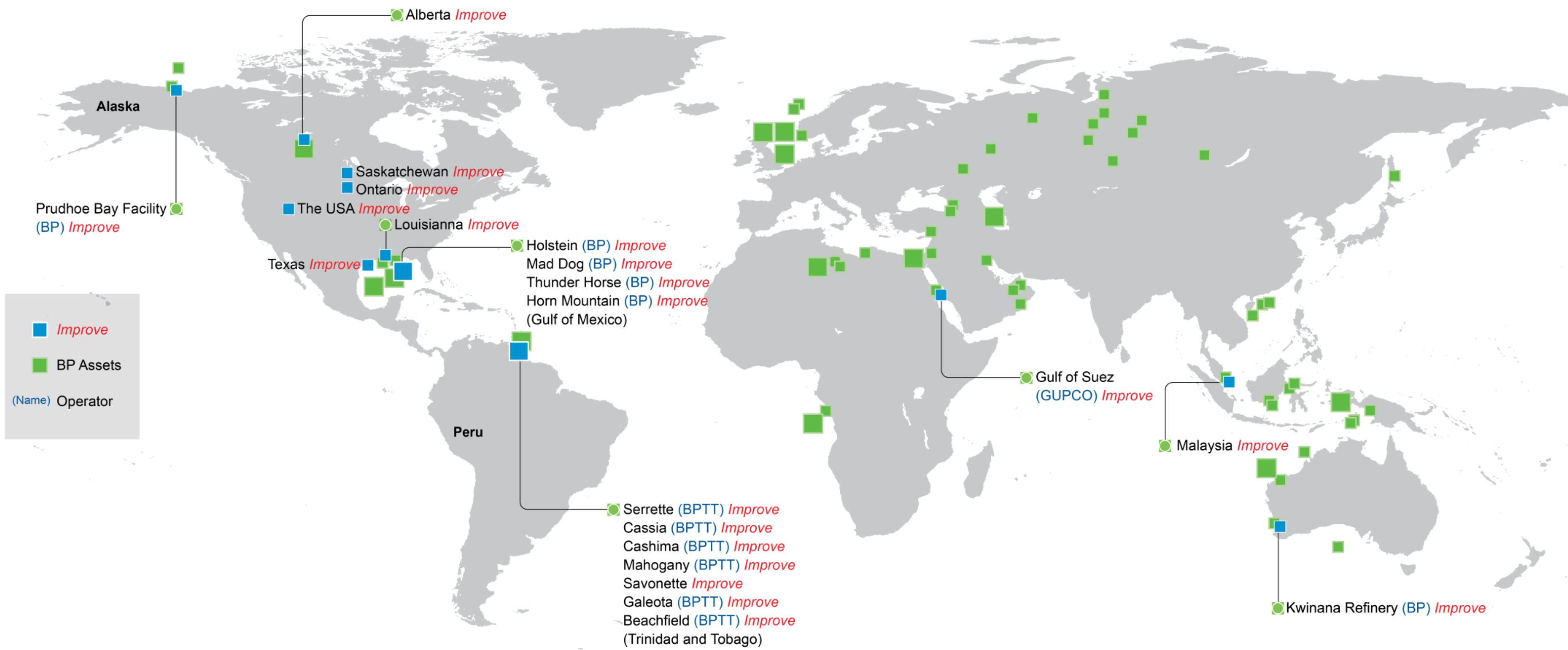
- Globalization
  - Collaboration and consistency
- Concentration on buyer and supply side
- Increased focus on operational effectiveness
- Major re-calibration in mining customers
- Profitable sustainability
- Increasing asset base
- Asset integrity



BP relationships



Source: bp.com

Three global project agreements – Onshore, Offshore, Subsea

Shell relationships

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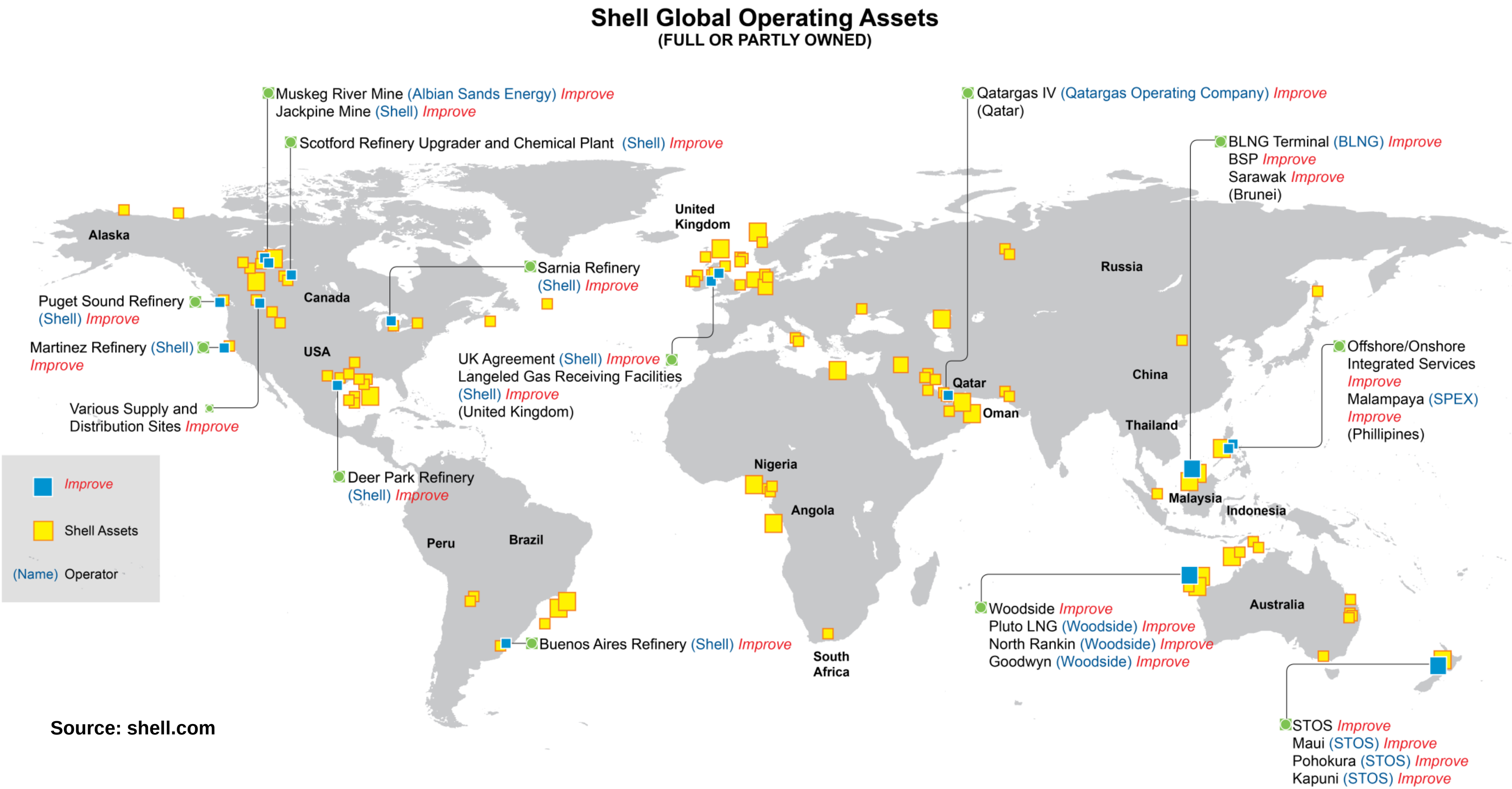

Source: shell.com

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Proven long term partners

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CUSTOMERS	YEARS		CUSTOMER	YEARS
Eastman Chemicals, USA	**42**		Refining New Zealand, NZ	**15**
Brunei Shell Petroleum, Brunei	**22**		BP Chemicals, Malaysia	**15**
Syncrude, Canada	**21**		Qenos Plastics, Australia	**14**
TVA Power, USA	**21**		Brunei LNG, Brunei	**14**
Imperial Oil, Canada	**20**		Huntsman Chemicals, Australia	**14**
Shell Canada, Canada	**20**		BP Refinery Kwinana, Australia	**14**
Talisman, Canada	**20**		Suncor, Canada	**14**
Shell Todd Oil Services, NZ	**19**		EPCOR, Canada	**13**
National Grid, UK	**18**		Epic Energy, Australia	**13**
South Carolina E&G, USA	**18**		Exxon Mobil, Australia	**13**
Tesoro Los Angeles Refinery, USA	**17**		REC Silicon, USA	**13**
Woodside Energy, Australia	**17**		Progress Energy, USA	**12**
Incitec Pivot, Australia	**17**		Cenovus, Canada	**12**
Petro Canada Oil & Gas, Canada	**16**		INEOS, Canada	**12**
Suncor, Canada	**16**		Brunei LNG, Brunei	**11**
Verve, Australia	**16**		Worsley Alumina, Australia	**10**
Apache, Australia	**15**		Great River Energy, USA	**10**

Extending services

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Improve Partnerships - Adding Value

High Performance Teams

Planning & Strategy

- Risk management
- Capital planning
- Operations planning
- EcoNomics™ assessment
- Funding strategy
- Innovation/opportunity development
- Profitable sustainability
- Industrial Relations
- Industrial Master Planning

Asset Management

- Operations readiness
- Strategy
- Business processes
- Reliability engineering
- Performance measurement
- Materials management
- Integrity & compliance
- People
- Maintenance systems
- Shutdown management
- Maintenance & construction solutions

Sustainability

- Strategy
- Implementation & performance measurement
- Environmental solutions
- Safety & Risk
- Stakeholder relations
- Carbon solutions
- Energy solutions
- Water solutions
- Training & development

Business Efficiency

- Project management
- Cost management
- Logistics & supply chain planning
- Value chain optimisation
- Materials management
- Systems management

Operations Improvement

- Technology shift
- Production increase
- Performance measurement & monitoring
- Process optimisation
- Cost reduction
- People

Brownfield Project Delivery

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Leveraging know how

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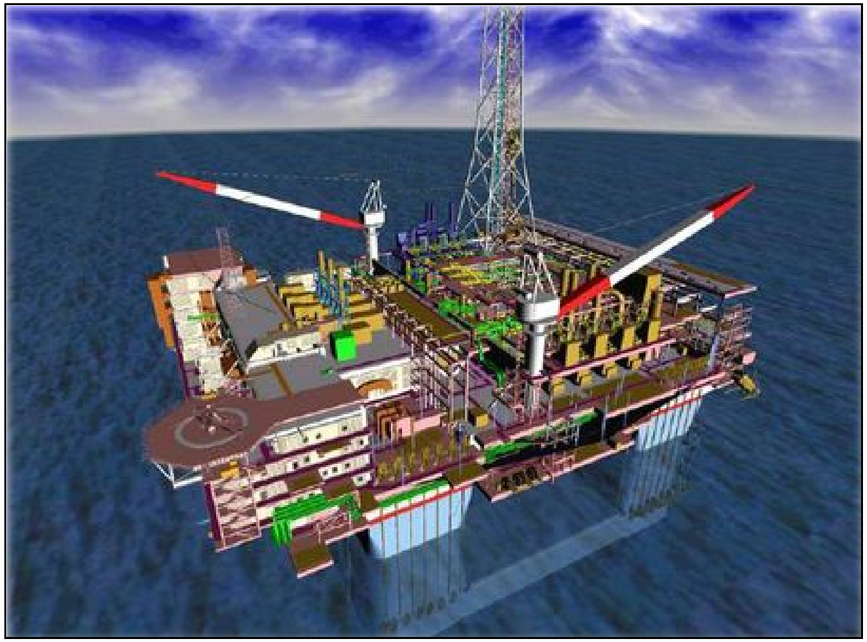
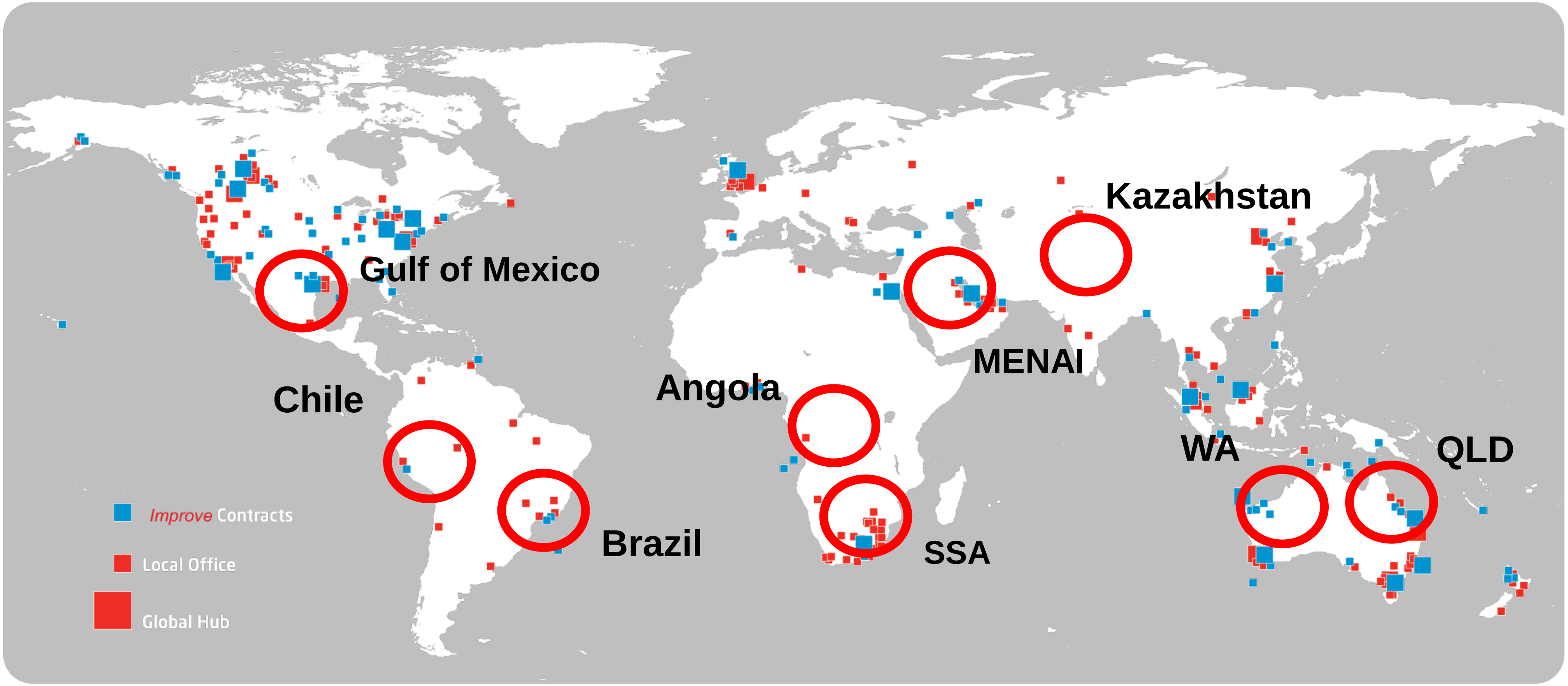
- INPEX Ichthys project
  - 8.4 Mt of LNG p.a
  - 1.6 Mt of liquefied petroleum gases (LPGs) p.a
- Complete integrity and maintenance build for all facilities
- Applying the Local/global model,
  - Perth will provide overall project management
  - INTECSEA Houston
  - Indian HVE centre
  - Asset Integrity Solutions in Melbourne



EcoNomics

New geographies stronger hubs



innovation future
competitive partnership consistency
cooperation empowerment
global
collaboration
success local relationships
knowledge performance collective
delivery customer shared
common
leadership transparency
agility teamwork unity

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resources & energy

Power Update

Chris Ashton

EcoNomics

Agenda

- What our customers need
- Building long term relationships
  - Fossil *Improve*
  - New build generation
- Nuclear power
- Renewable energy
- Resource power
  - Halul Case Study

What our customers need

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- In developed markets utilities continue to face challenges
  - Aging fleets
  - Transmission and Distribution Upgrades
  - Stringent environmental regulation.
  - Fuel selection - coal to gas
  - Demand reduction – a structural shift
- In developing markets it's about
  - Predictable Project Delivery
  - Asset Standardization
  - Building new capacity
  - Combating power shortages
  - Managing funding constraints

What our customers need

- Anticipated privatisation of power assets in selected countries resulting in clients needing to outsource operations
- Resource, energy and industrial customers are demanding off grid power solutions
- More diverse customer base given the structural change in the electricity generation sector – more developers entering the market, need broader suite of support services

What our customers need

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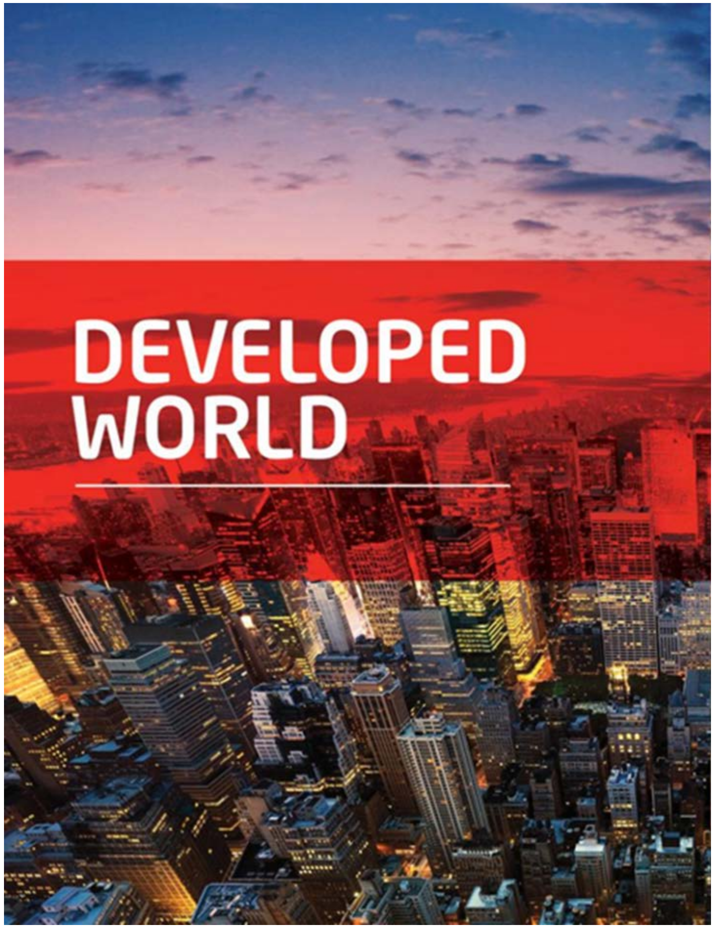
resources & energy

- Global expansion a priority for Developers and EPC contractors leading to the need for local support in more places
- Asset management
- Outage management
- Integrated Fleet/Asset services

Building long term relationships - Fossil *Improve*

- Developed world
  - Supporting our customers in managing existing facilities
    - AEP (US)
- Long term service agreements
  - USA, Australia and Canada
- Retirement of old coal and transition to gas fired power generation in the USA
- Broadening of integrated service offerings
  - Operating and maintaining assets
  - TWPS a market leader in operations, maintenance and support services provider in Australia



Building long term relationships - Fossil new build

- Developing World – demand growth and greater need for security of supply
  - South Africa – Eskom Panels
  - Saudi Arabia – SEC JV
- Strong outlook for gas turbine technology
  - Increased natural gas supply in many regions
  - Sustained low natural gas prices in the US
- Significant new build in
  - Asia
  - Saudi Arabia
  - South Africa
  - Gas is becoming the fuel choice across many regions

Nuclear Power

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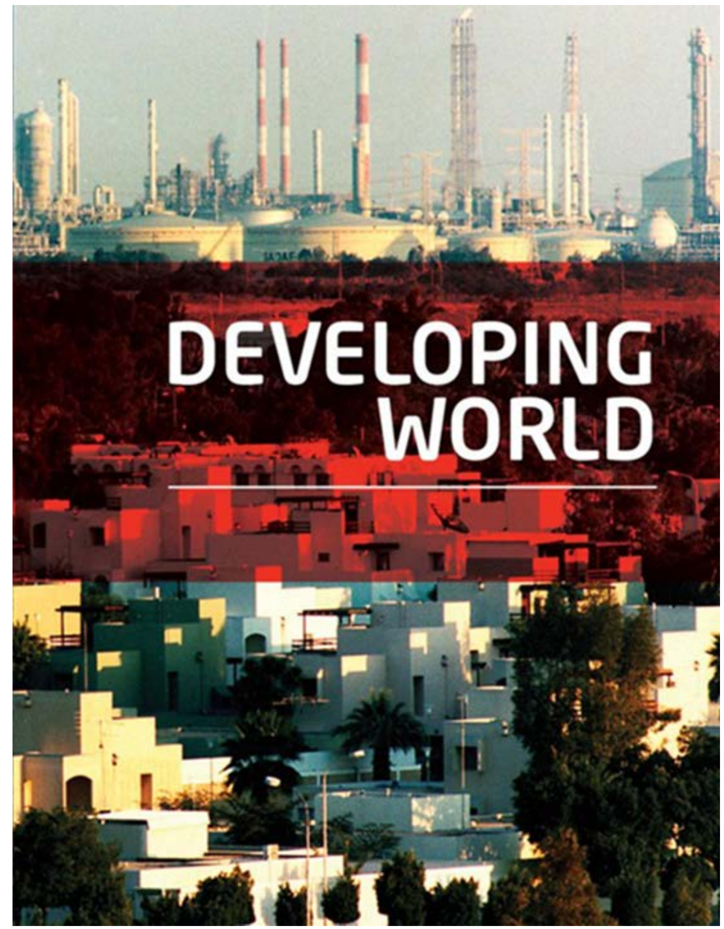
- The International Atomic Energy Agency and OECD state the East Asia region will more than double its nuclear capacity in the next two decades
- New build almost entirely moving into the developing world – Vietnam, Malaysia, Egypt
- US and UK continue with new build programs



Nuclear Power

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- New build support contracts
  - Saudi Arabia
  - Turkey
  - Egypt
- Strong position in Nuclear Improve market
  - USA
  - Canada
- Seeing a broader range of services for Fukushima related solutions
  - USA
  - Eastern Europe – Bulgaria and Slovenia

Resource power

- Significant long-term potential in this area particularly in Hydrocarbons and MM&C sectors
- Expanding opportunities in power for resource projects in a number of regions in both new build and *Improve*
  - Qatar Petroleum's Halul sub-sea cable
  - Co-generation projects – Aramco and PDO
- Regulatory developments in US may result in significant Combined Heat and Power investment in industrial sector

Halul subsea cable, Qatar

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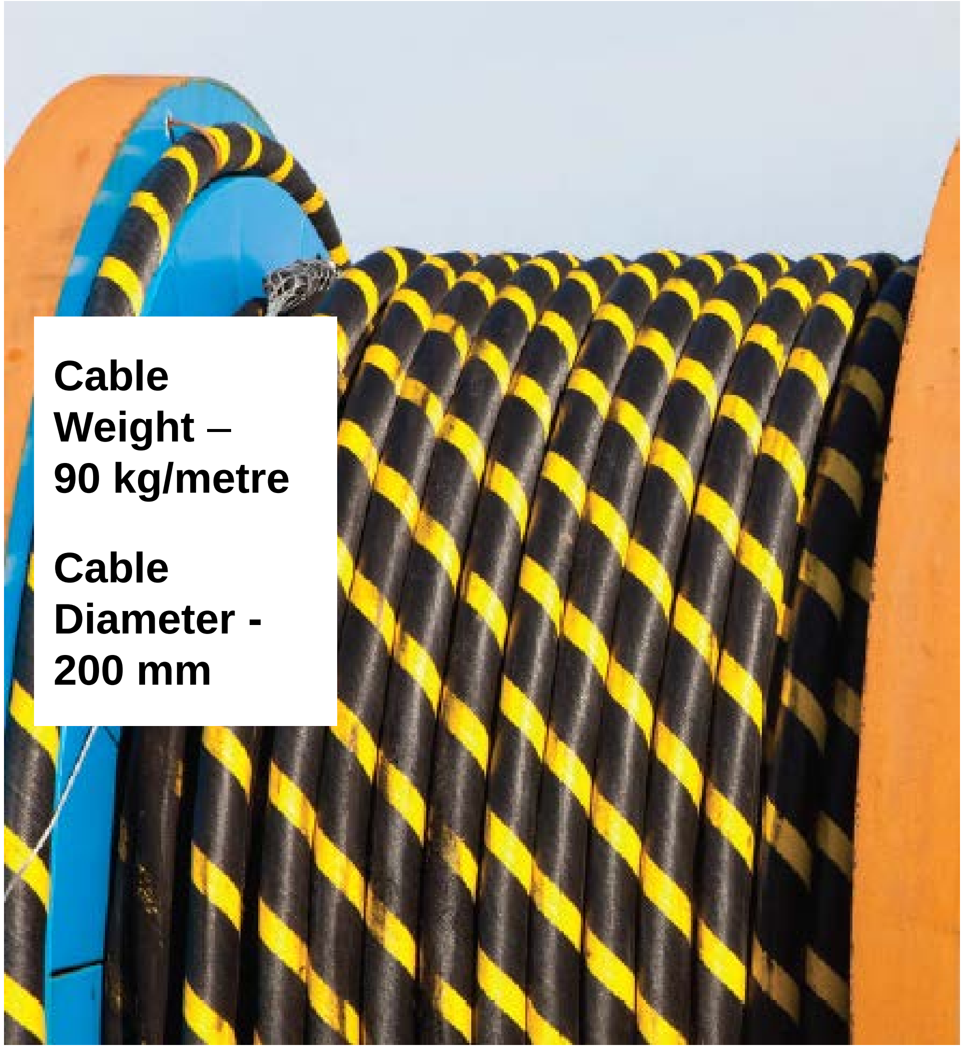
resources & energy

- Qatar Petroleum
  - FEED & DE for Power Supply upgrade to Halul Island from local utility KAHRAMAA's grid in Ras Laffan

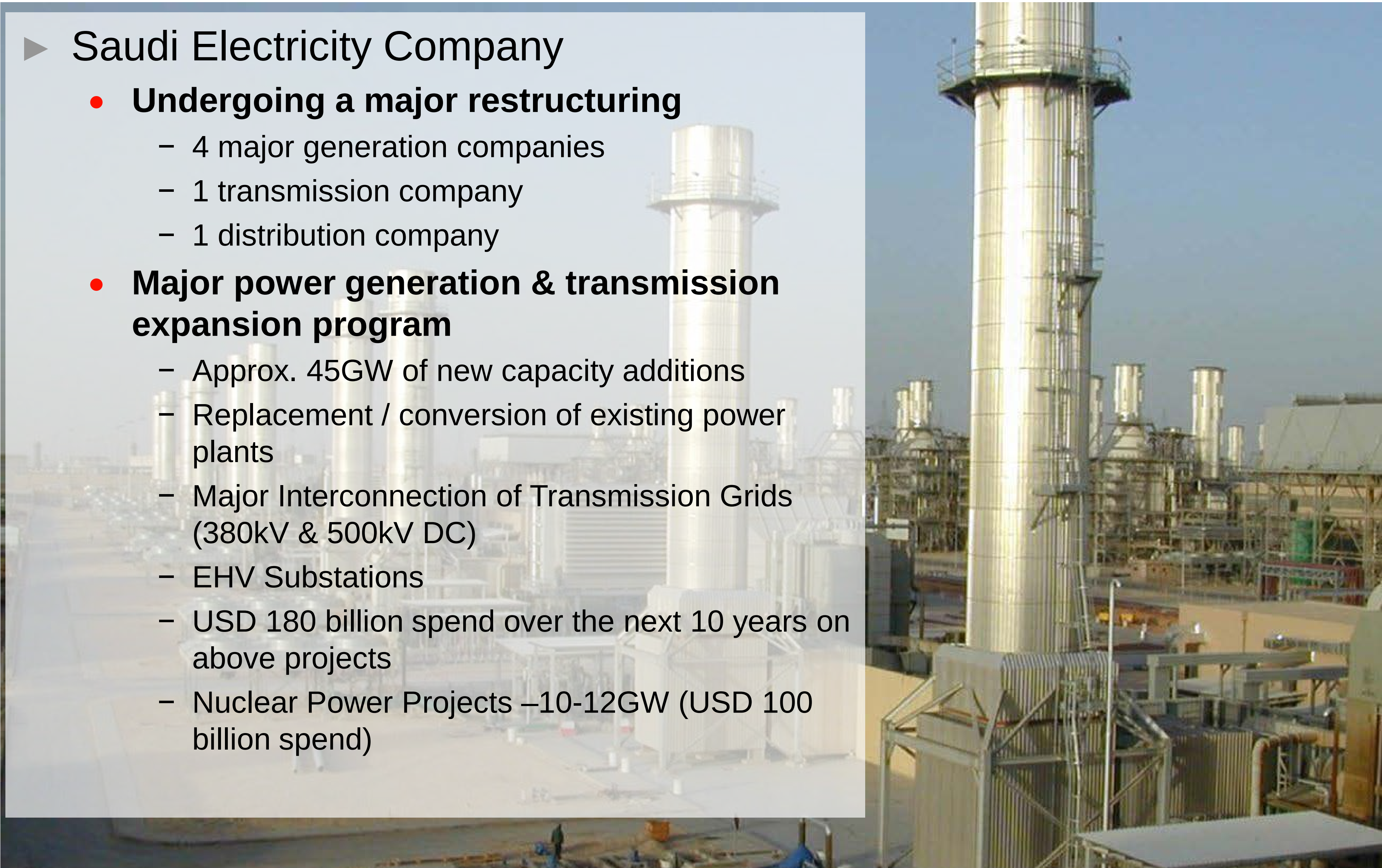
- 2 x 100km, 132kV, HVAC, 100MW subsea cable
- Execution offices
  - Doha Office
  - Singapore
  - Melbourne
  - India

Halul subsea cable



- The cable would reach from Sydney to Newcastle
- It takes more than one month working 24 hrs/day to load the cables onto the transport barge drum

Building long term relationships



- Saudi Electricity Company
  - **Undergoing a major restructuring**
    - 4 major generation companies
    - 1 transmission company
    - 1 distribution company
  - **Major power generation & transmission expansion program**
    - Approx. 45GW of new capacity additions
    - Replacement / conversion of existing power plants
    - Major Interconnection of Transmission Grids (380kV & 500kV DC)
    - EHV Substations
    - USD 180 billion spend over the next 10 years on above projects
    - Nuclear Power Projects –10-12GW (USD 100 billion spend)

Building long term relationships

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- Creation of a new Joint Venture between SEC and a selected engineer
- Scope of Work
  - Engineering & Design
    - Facility Planning/Conceptual Engineering
    - Pre-FEED/FEED
    - Detailed Design
    - Material and Equipment Procurement
  - Project Management
    - Bids Package Preparation and Evaluation
    - Construction and Commissioning Management

Building long term relationships

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- Characteristics of desired contractor
  - Localization, standardization of design and project implementation
  - Enhancing economic competitiveness of KSA by encouraging localization of manufacturing
  - Build capability within SEC and in-kingdom for project delivery
  - Single Project Development, Delivery arm under the re-structured SEC organization
  - JVEC will support SEC in strategic planning and implementation of power

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innovation future
competitive partnership consistency
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Creative Solutions

Gordon Cowe

EcoNomics

Agenda

- Consulting Services overview
- Core tools
  - EcoNomics™ Delta
  - WaterRIDE
- New tools
  - Blast risk mapping
  - Storage tank explosion
  - Coal dust modelling
  - Project portfolio management
- Diverless solutions
  - Plumes, sedimentation, coral, acoustic and pest monitoring

Supporting consulting services

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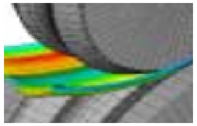
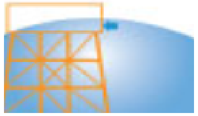
Advanced Analysis



Solving our customers problems using complex numerical analysis methods

Asset Integrity Solutions



Providing full lifecycle integrity management & operations support

Business Integrity & Risk Management

Managing complexity, uncertainty and change in business

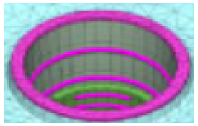
Sustainability

Assisting customers to develop tangible business solutions for sustainability goals

Environmental Management

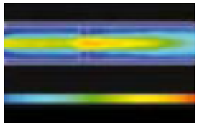
Delivering projects whilst contributing to the community & global sustainability

Geotechnical



Integrated services in engineering geology & geotechnical engineering

Sulphur Technology



Unique tools enable us to offer solutions for conceptual design through to commissioning

Water Solutions

Providing water solutions from resource management & abstraction to treatment & re-use

Response & Recovery

Enhancing our customer's ability to plan & manage impacts produced by a catastrophic event

Coastal Science & Engineering

Provision of engineering, modelling & studies for coastal areas & infrastructure

Decommissioning

Planning for shut-down or removal of buildings, equipment, plant from operation or usage

Liability Management

Business risk & asset management solutions to improve end of life decision-making

Advanced Analysis Group (AAG)

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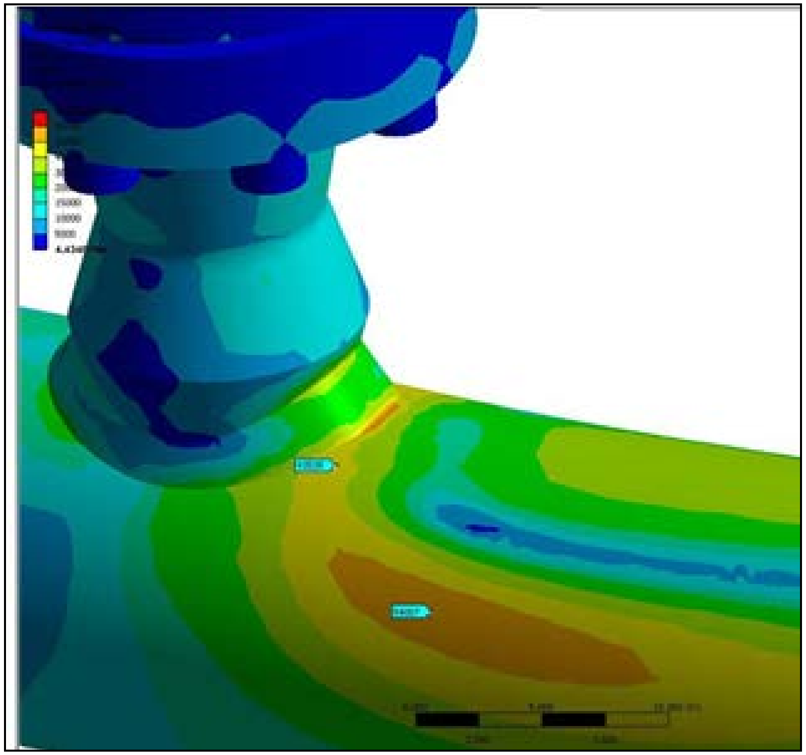
- AAG Consulting Practice provides specialist capability and general numerical analysis tools to all CSGs and acts as a key differentiator across a broad range of industries

- The services provided fall into two broad categories:
  1. The delivery of finite element analysis, computational fluid dynamics, and dynamic simulation services
  2. The development of specialist tools, which “enable” other parts of WorleyParsons, and differentiate it from its competitors



The standard AAG questions

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Can it be built?

Is it durable?

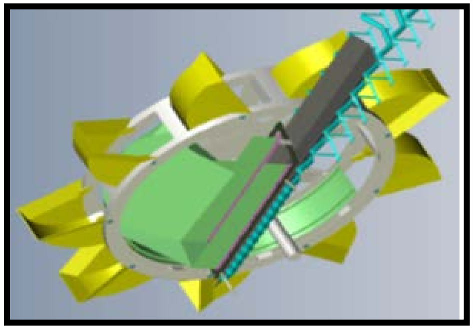
Will it fail?

Is it safe?

Can I test it?

Will it perform?

Why did it fail?



Can you create a funky Annual Report cover?

Core tools

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Computational Fluid Dynamics (CFD)

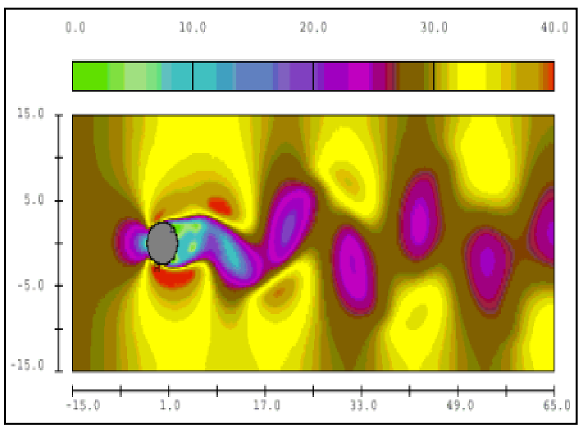
- CFD uses numerical methods to model fluid flows.
- Permits rapid integration of the system to optimize configuration for cost and efficiency.

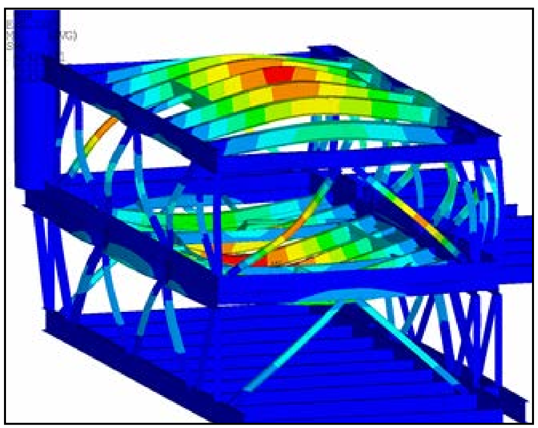
Finite Element Analysis (FEA)

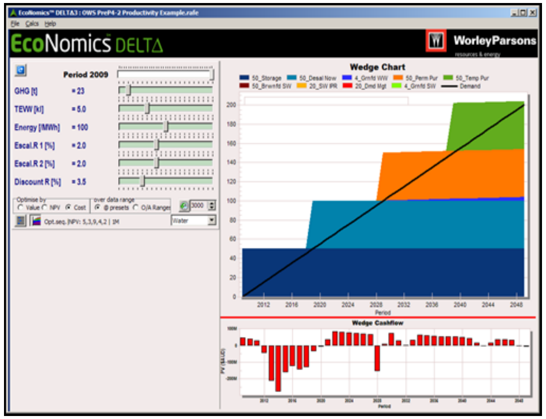
- Dynamic and Non-Linear versions
- Dynamic FEA is used to examine how structures behave under changing load conditions.

Dynamic Simulation

- Dynamic simulation enables the modelling of logistics and production processes using advance Monte Carlo simulation to account for both planned and unplanned events







Two pivotal tools

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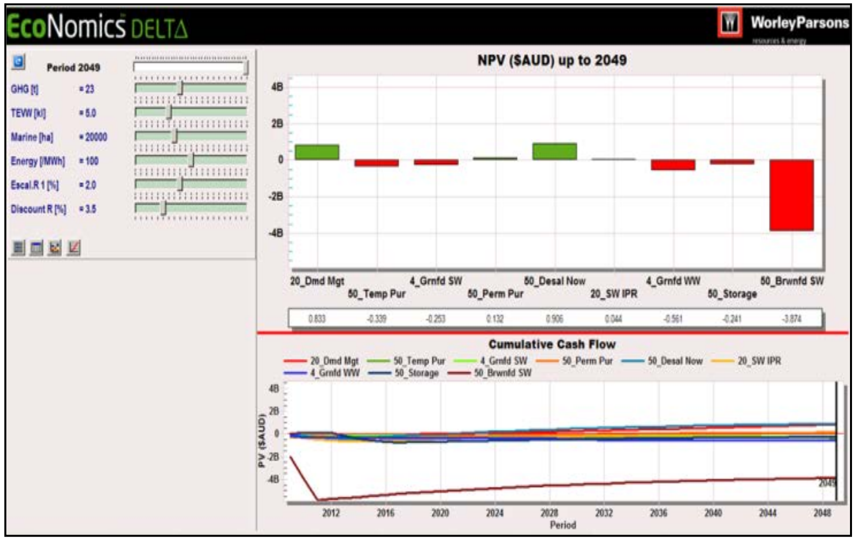
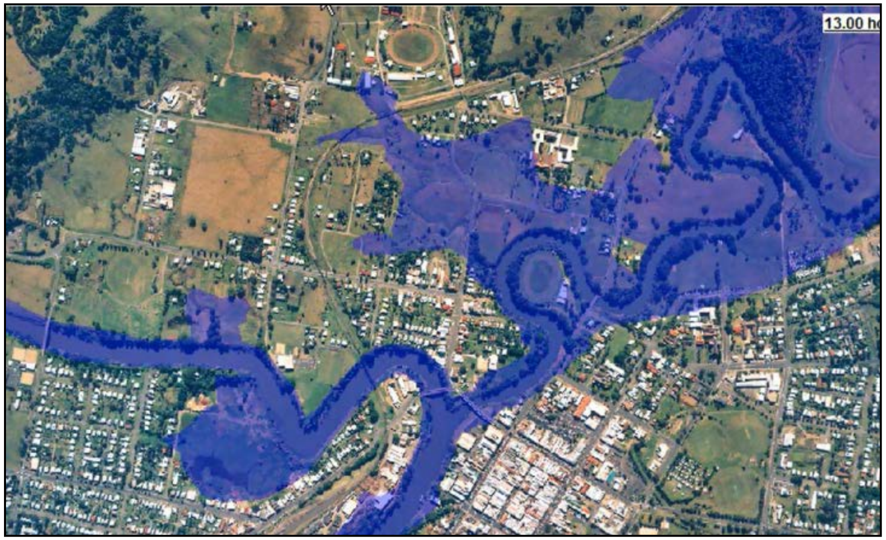
EcoNomics™ Delta Tool



- Created in 2008
- Proven critical to customers required stronger definition around profitable sustainability

WaterRIDE™ Tool



- Created in 2004
- Exceptional track record of providing powerful analysis to flood experts through to the general public in public meetings.

EcoNomics

Refinery tank rupture analysis

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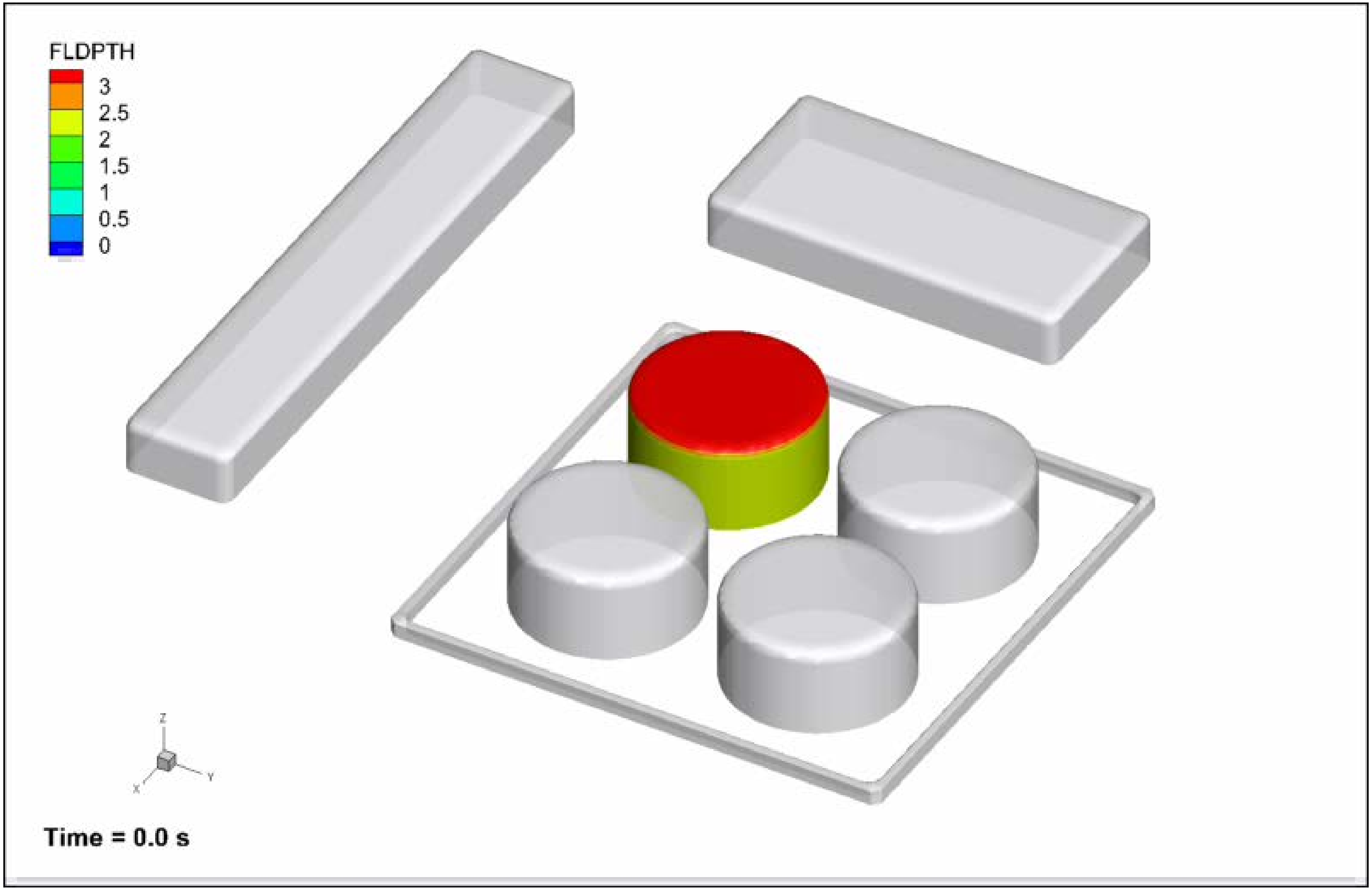

EcoNomics

Project portfolio optimisation

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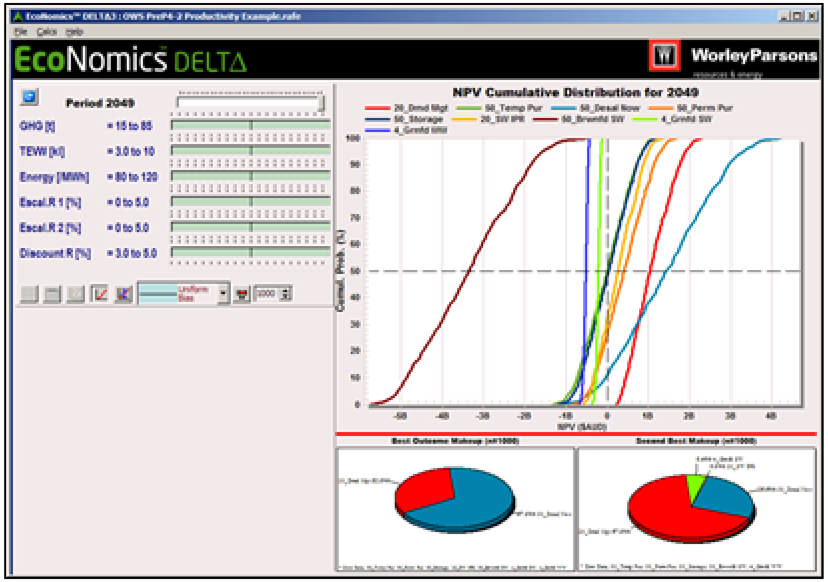
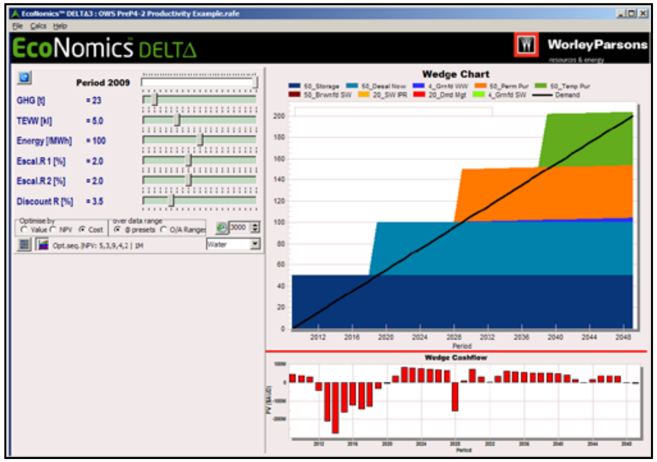
- Project Portfolio Optimisation system assists our customers to manage large numbers of capital projects by identifying their sequence of timing fulfilling customer's objectives whilst minimising cost.



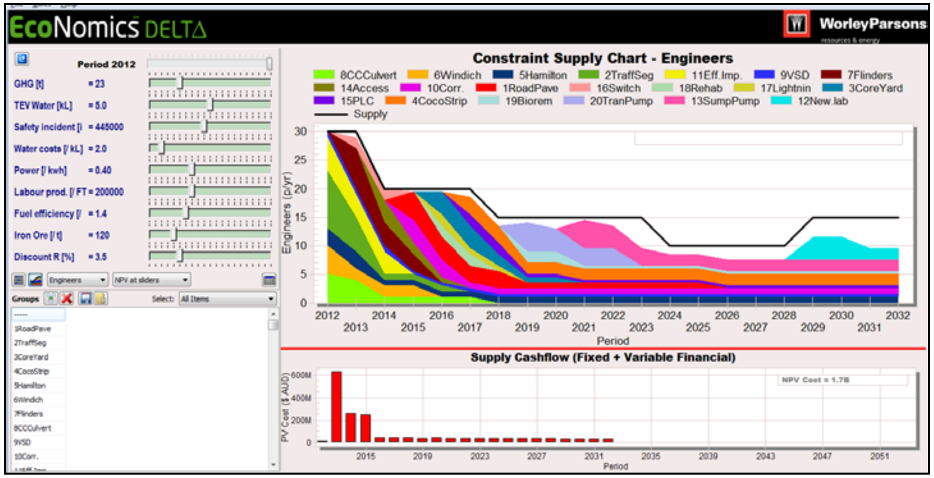
EcoNomics

Project portfolio optimisation

- Demand trajectory analysis fulfilling client time dependent needs whilst minimising cash flow



- Modelling engineering requirements across a five year project portfolio to optimise cash flow for a major mining company



EcoNomics

Marine monitoring

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- Historically lagging indicators becoming powerful operational inputs
  - Plumes
  - Sedimentation
  - Coral
    - Coral Transector
    - Real time data analysis versus monthly reporting
  - Acoustic monitoring
  - Pest inspectors

Value to WorleyParsons

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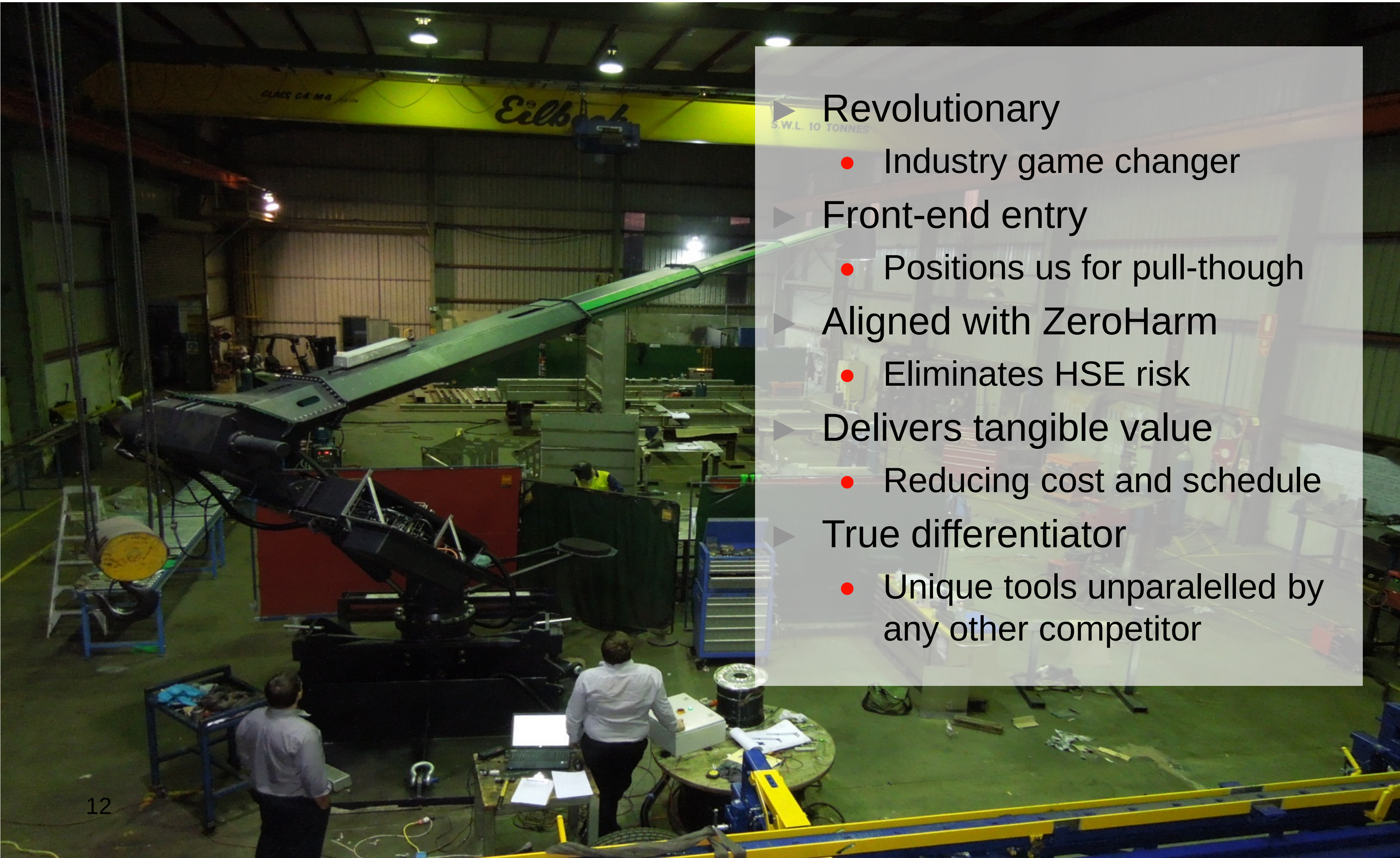

- Revolutionary
  - Industry game changer
- Front-end entry
  - Positions us for pull-though
- Aligned with ZeroHarm
  - Eliminates HSE risk
- Delivers tangible value
  - Reducing cost and schedule
- True differentiator
  - Unique tools unparalelled by any other competitor

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Corporate Responsibility (CR)

Greg Clinnick

EcoNomics

Corporate responsibility

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- We recently set ourselves the challenge to be recognised as being in the top quartile of our peer group in the area of Corporate Responsibility (CR)
- In response to this challenge we have appointed a small corporate team to manage and co-ordinate CR activities.
- First year achievements:
  - Catalogued all existing CR activities
  - Updated our CR policy statement
  - Developed and upgraded internal and external on-line communication channels. CR section in the Annual Report
  - Issued CR guidelines and procedures to all Locations
  - Developed CR metrics
  - Developed a framework for a WorleyParsons foundation
  - Becoming a signatory to the United Nations Global Compact

Why a shift in focus?

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- Corporate Responsibility has long been a part of our business
- Strongly supported by the Board and Management – it's good for business at many levels.
- Increasingly important to:
  - Our people
  - Our customers
  - Our shareholders
  - Our market analysts
  - Our brand and reputation

Activity highlights

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- Participate directly in over 340 community and environmental based projects across 16 countries
- Over $4.6m of funding contributed by the company and by its people.
- 23,700 volunteered hours by our people
- Educational sponsorships across 10 locations
- Supporting local CR action
  - ‘DeltaAfrik Charitable Foundation’ in Nigeria,
  - ‘Make a Difference’ in Indonesia ‘
  - We Care’ in Canada

Indigenous Australian summer school - Australia

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Localization and scholarship - Nigeria

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Anti-child abuse publication - Trinidad

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The Kenya project - Canada

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Work Safely Centres - Global

Health fundraising activities - United States

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Malaria and Cholera prevention program - Nigeria

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Next steps

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- Commence external Corporate Responsibility reporting using the internationally recognized Global Reporting Initiative (GRI) framework
- Update Corporate Responsibility indicators and set target baselines
- Implementation and execution of local Corporate Responsibility initiatives
- Establish a WorleyParsons Foundation to support joint CR projects with our customers
- Develop broader communications across locations regarding Corporate Responsibility

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US Gas Renaissance

Chris Parker

EcoNomics

Agenda

- Background on USAC operations
- US renaissance drivers and enablers
- Impact of low cost energy
- Where are the risks?

US office locations

22 offices 6,400 personnel

Current major projects

Hebron Field Development Offshore New Foundland, Canada	SAMREF Clean Fuels Project, Saudi Arabia	American Electric Power Air Quality Projects, USA
FEED / EPC options	FEED, EPCM	Detailed engineering and procurement services

US market drivers and enablers

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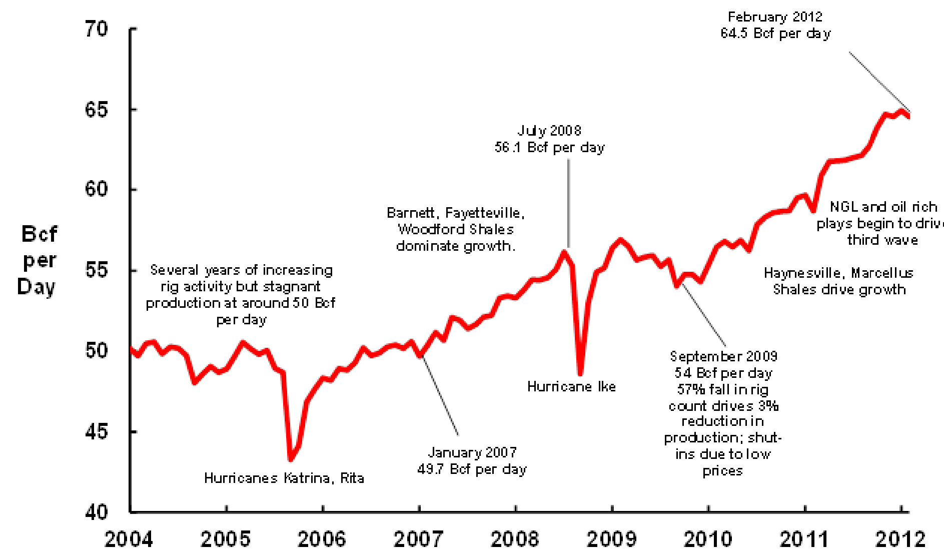
- Unconventional gas driving the very rapid production increases in the US lower 48 states
- Directional drilling and hydraulic fracturing are key advances in production technology
- Further efficiencies are accelerating the pace unconventional development, reducing the time to ramp up full production
- Despite reductions in rig count, production continues to increase due to efficient recovery



Production Increases in Lower 48

Source: IHS CERA

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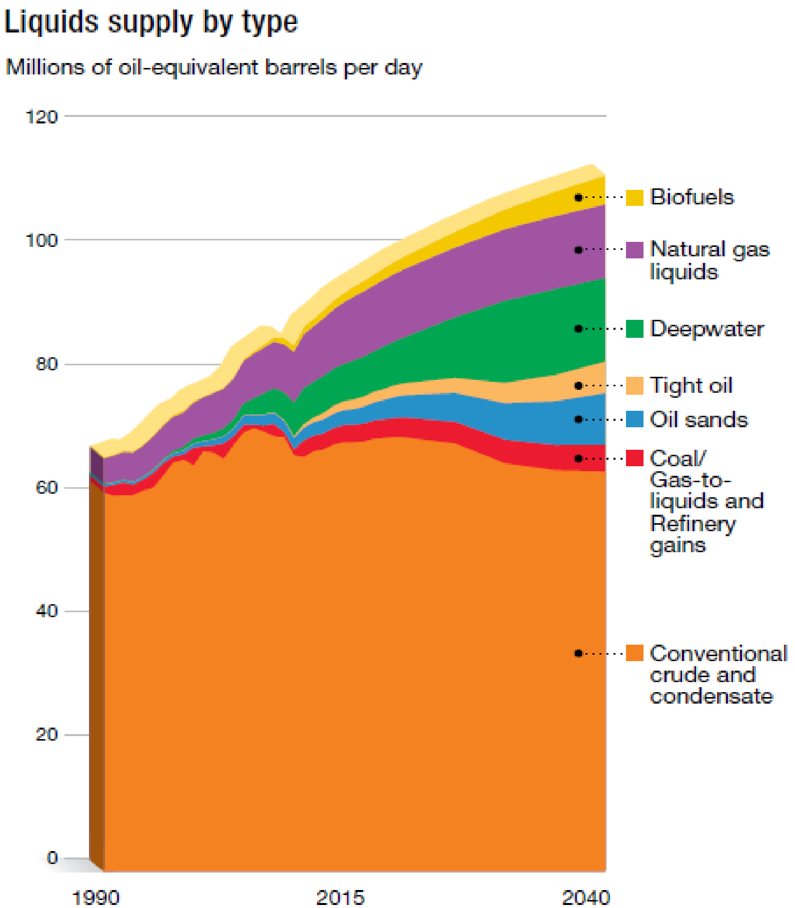
Monetising the gas boom

Capture the downstream opportunities resulting from the advent of cheap gas



Liquids supply growth by type

(ExxonMobil 2011)

With conventional oil prices remaining high

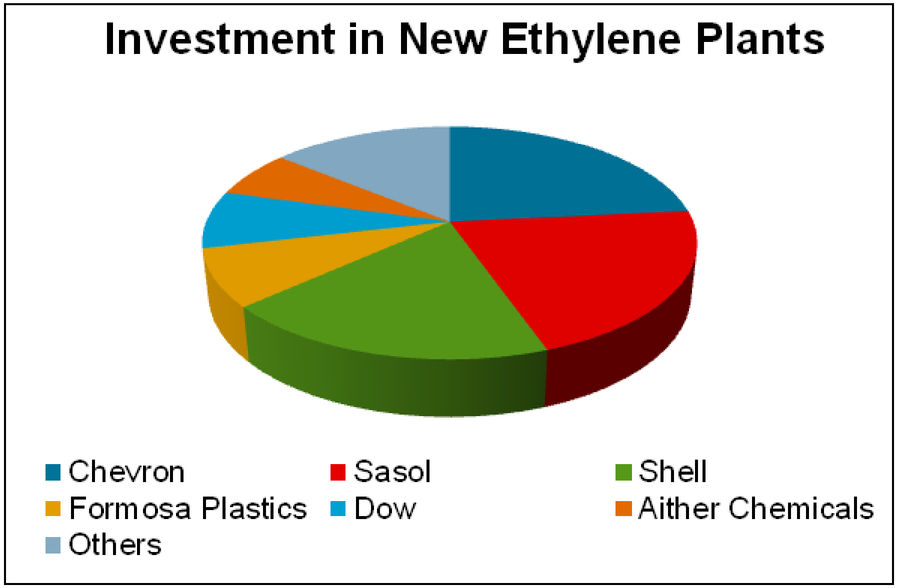
\+

Readily available and abundant unconventional gas is coming online

Downstream opportunities will develop to monetise the gas

US Hydrocarbons

- Strong relationships with tier 1 and 2 customers
- Global oil supply is approaching production capacity, causing tight oil markets.
- Cheaper shale gas driving petrochemical manufacturers to look at ethane over naphtha
- WorleyParsons is actively seeking downstream opportunities to monetize the gas
- Full-field program management (FFPM) a major differentiator for WorleyParsons



US Minerals, Metals & Chemicals

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- Unprecedented number of opportunities in the chemicals market
- Construction starts for 2012 capital projects
  - 25 Greenfield plants ($1.7B)
  - 167 Brownfield expansions ($5.5B)
  - 188 *Improve* projects ($1.3B)
- Utilising the Local/global model to take advantage of significant investment driven by North American shale

2011		2012	
Petrochemicals	25%	Petrochemicals	47%
Plastics/Resins	18%	Plastics/Resins	21%
Specialty Chemicals	15%	Specialty Chemicals	11%
Chlor-Alkali	14.5%	Chlor-Alkali	5%
Industrial Gases	9%	Industrial Gases	3%
Ag Chemicals	7%	Ag Chemicals	13%
Other	11.5%		

Projected Capital Spend

Source: Chemical & Engineering News

Low cost energy impact

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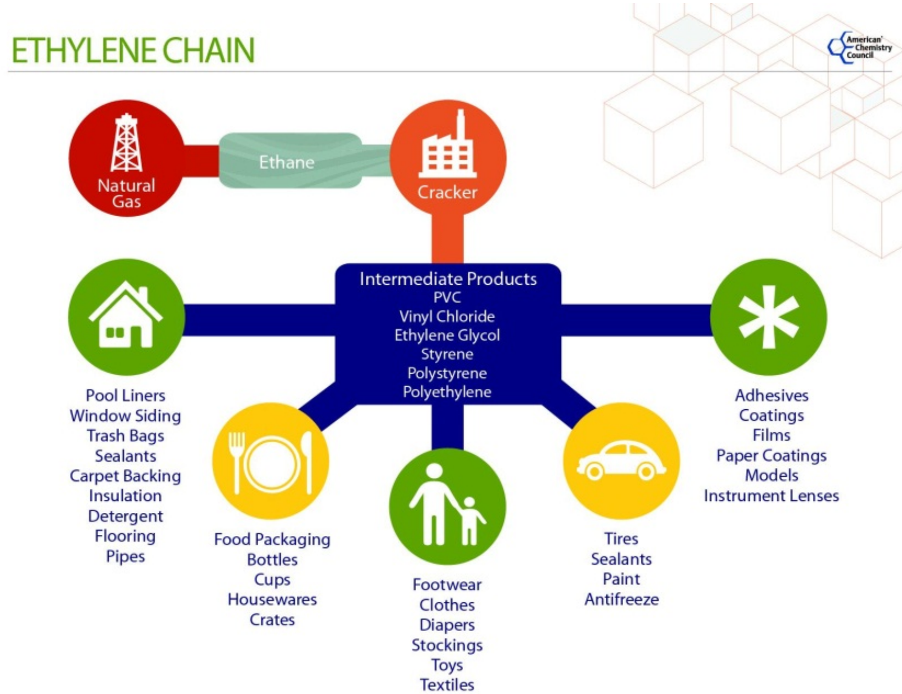
- The low cost energy advantage creates and opportunity for industrial and manufacturing industries to return to the US
  - Specialty chemicals
  - Tire manufacturing
  - Pharmaceuticals
  - Metals processing
- Industrial planning around the energy sources:
  - Energy infrastructure
  - Transportation infrastructure
  - Water management
  - Resource industrial parks



Manufacturing Advantage for Intermediate and Finished Products

Source: American Chemistry Council

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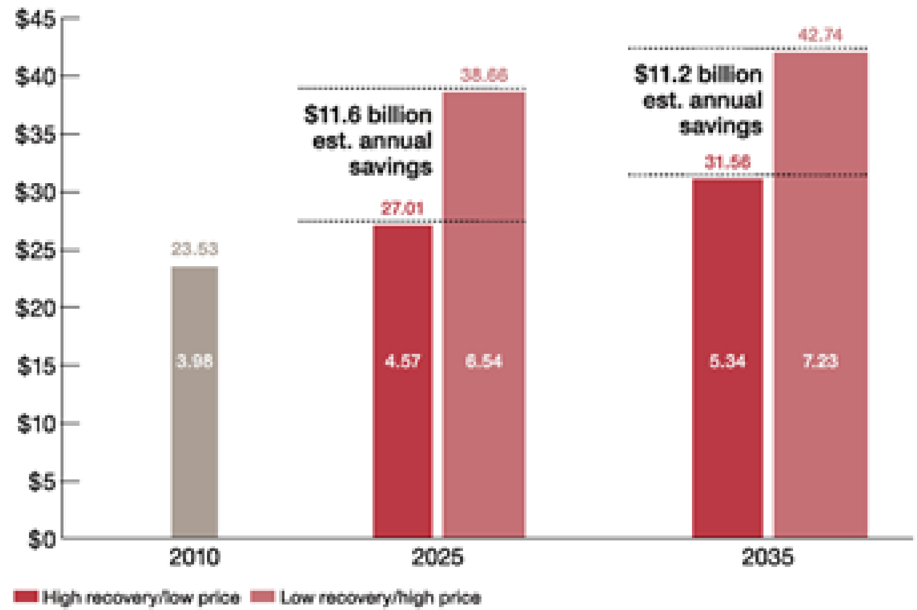
US market drivers and enablers

- Natural gas prices have seen downward pressure
  - Prices expected to increase through 2020, but will stay in the $5-6 range
- The advantage of lower feedstock and energy costs could amount to $11.6 B in annual savings to domestic manufacturers
- For the long-term US energy policy, bipartisan agreement that the natural gas boom in the US is a positive economic and environmental story



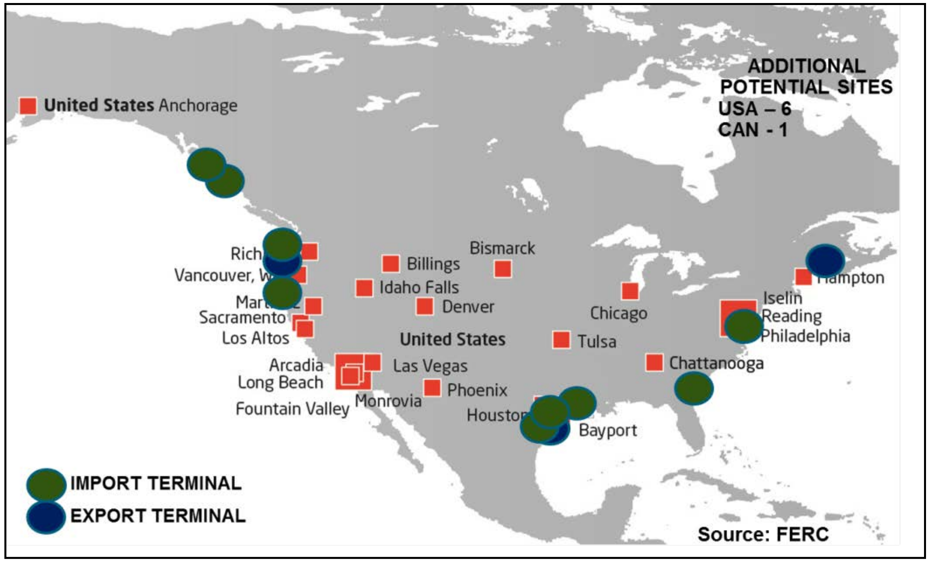
Cost Savings for Manufacturers

Source: PricewaterhouseCoopers

US Infrastructure & Environment

WorleyParsons resources & energy

- Shifts in pipeline flows will require new infrastructure investment
- The decrease in coal usage by the power sector is causing the export of coal to Asia and an expansion of major ports on the West and East coasts
- Natural gas price differentials are creating opportunities in LNG terminals
- Investigating implications from natural gas vehicles, rail logistics management, water scarcity issues



Active watch

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- Increased natural gas export capability may reduce the gas price advantages and benefits
- Increased demand from the power sector is well forecasted
  - Demand from natural gas vehicles and other transport is uncertain
- EPA regulations have been focused on the coal industry
  - Increasing towards oversight of the fracturing process
- The politics of energy policy decisions

NGV Fueling Stations

Source: Natural Gas Industry News

innovation future
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Minerals, Metals & Chemicals

Mark Southey

EcoNomics

Agenda

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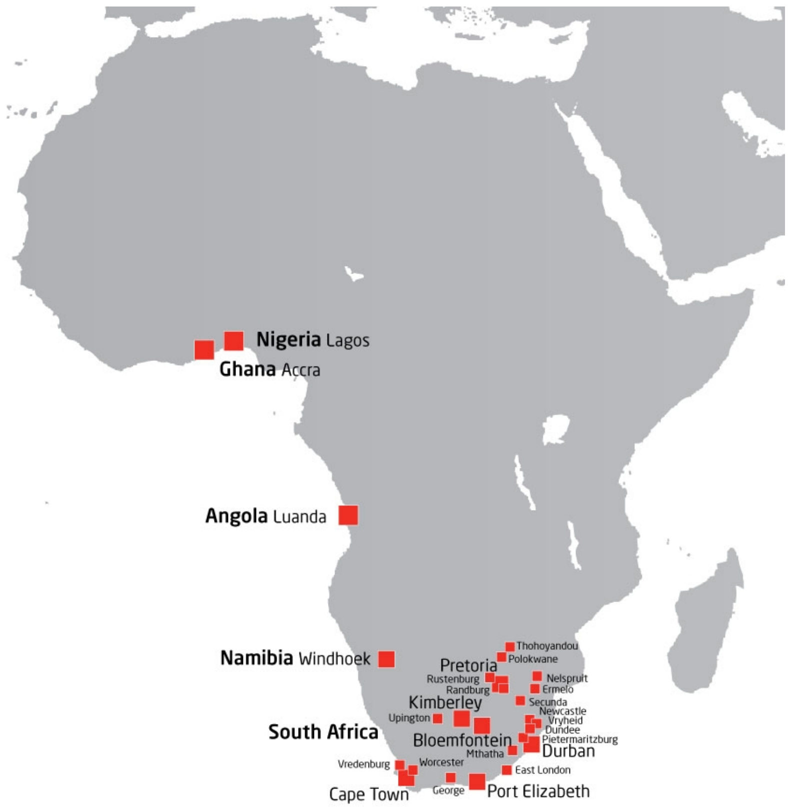
- Customer and market outlook
- Growth geographies
  - Sub Saharan Africa
  - Latin America
  - Eastern Canada
- Increasing industry diversity
  - Uranium
  - Chemicals

Customer and market outlook

- Some market softening in bulks (iron ore and coal), prices showing signs of recovery
- Copper and gold remain resilient
- Chemicals outlook strong
- Customers reviewing capital programs
  - Focus on cost efficiencies
  - Review major project development options
- Clear difference between developed and developing world focus

Growth geographies
Sub Saharan Africa

- Increasing levels of global investment
- All our global customers are targeting this region
- Leverage experience and capability in South Africa
- Build execution platform for access to developing world region
- Growth focus areas



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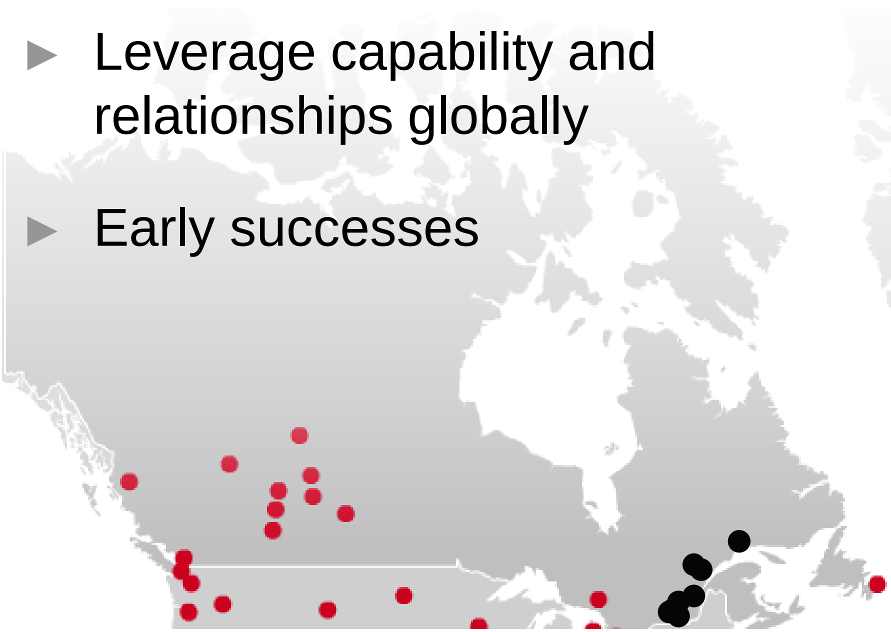
Growth geographies
Latin America - Chile

- Increased ownership of ARA WorleyParsons from 50% to 94%
- Strongly aligned with Minerals, Metals and Chemicals strategy
- High growth region
- Strong interest in copper, gold, iron ore and coal
- Building Santiago as the execution hub for Spanish speaking Latin America
- Significant growth in Brazil focussed on iron ore and chemicals

Growth geographies – Canada
Cegertec WorleyParsons JV

- Cegertec WorleyParsons joint venture is based in Quebec and was formed in April 2012
- Provides Eastern Canada capability and footprint
- Leverage capability and relationships globally
- Early successes



Growth commodity - Uranium

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- Established Saskatoon office 2 years ago to increase access to Potash and Uranium markets
- Seeing results through local and international project awards
- Strong and growing relationships
- Tier 1 customers producing around 50% of global supply

AREVA bhpbilliton Cameco ERA

Commodity focus - Chemicals

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- Continue high levels of customer investment
- Significant amount of opportunities
- WorleyParsons has a strong track record in Chemicals
  - More than 600 projects in over 30 countries

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Chemicals: industry outlook

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- China and India will continue to drive demand
- Some potential market tightening due to Eurozone uncertainty
- US Renaissance providing unprecedented opportunities
- Shift to high value products in Middle East

Chemicals Strategy

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- Focus geographies:
  - USA
  - Middle East/Europe
  - China/Asia
- Leverage legacy Chinese expertise into new global development
- Intensify customer focus in US to align with new investment opportunities

EcoNomics

Chemicals
strategic relationships

- Continue to build strategic relationship with some of the worlds leading Chemicals companies
- Capitalise on the trend towards global supplier relationships
- Our capability and reference projects with major players continues to grow

Key projects

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ACAI/NASA Project

Customer: BASF-YPC Company Ltd
Location: Brazil and China

IDENTIFY | EVALUATE | DEFINE | EXECUTE | OPERATE

- Two identical Super Absorbent Polymer (SAP) sites, one in Nanjing, China the other in Camacari Brazil
- EPCM awarded for Brazil; EP and Construction support awarded for China
- Production scheduled for 2014

EcoNomics

Other project examples

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Palm Tree Phase 2 Expansion
Customer: Xinan-Momentive
Location: China

IDENTIFY > **EVALUATE** > **DEFINE** > EXECUTE > OPERATE

BOC Dissolved Acetylene Project
Customer: BOC
Location: United Kingdom

IDENTIFY > **EVALUATE** > **DEFINE** > EXECUTE > OPERATE

Phosphate based Fertilizer project
Customer: Undisclosed
Location: Middle East

IDENTIFY > **EVALUATE** > DEFINE > EXECUTE > OPERATE

Conclusion

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- Our strategy is robust and remains on track
- Our geographic expansion and industry diversification provides good headroom for growth
- Many opportunities to create value across the industry in the changing market environments

EcoNomics

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Execution Led Delivery

Randy Karren

EcoNomics

Agenda

- Background on WorleyParsons Cord
- EPC project delivery
  - Aurora tailings dam
  - Sunrise well pads
- Delivery model
- Further enhancements

WorleyParsonsCord background

EPC project delivery
Imperial Oil Aurora Tailings Management

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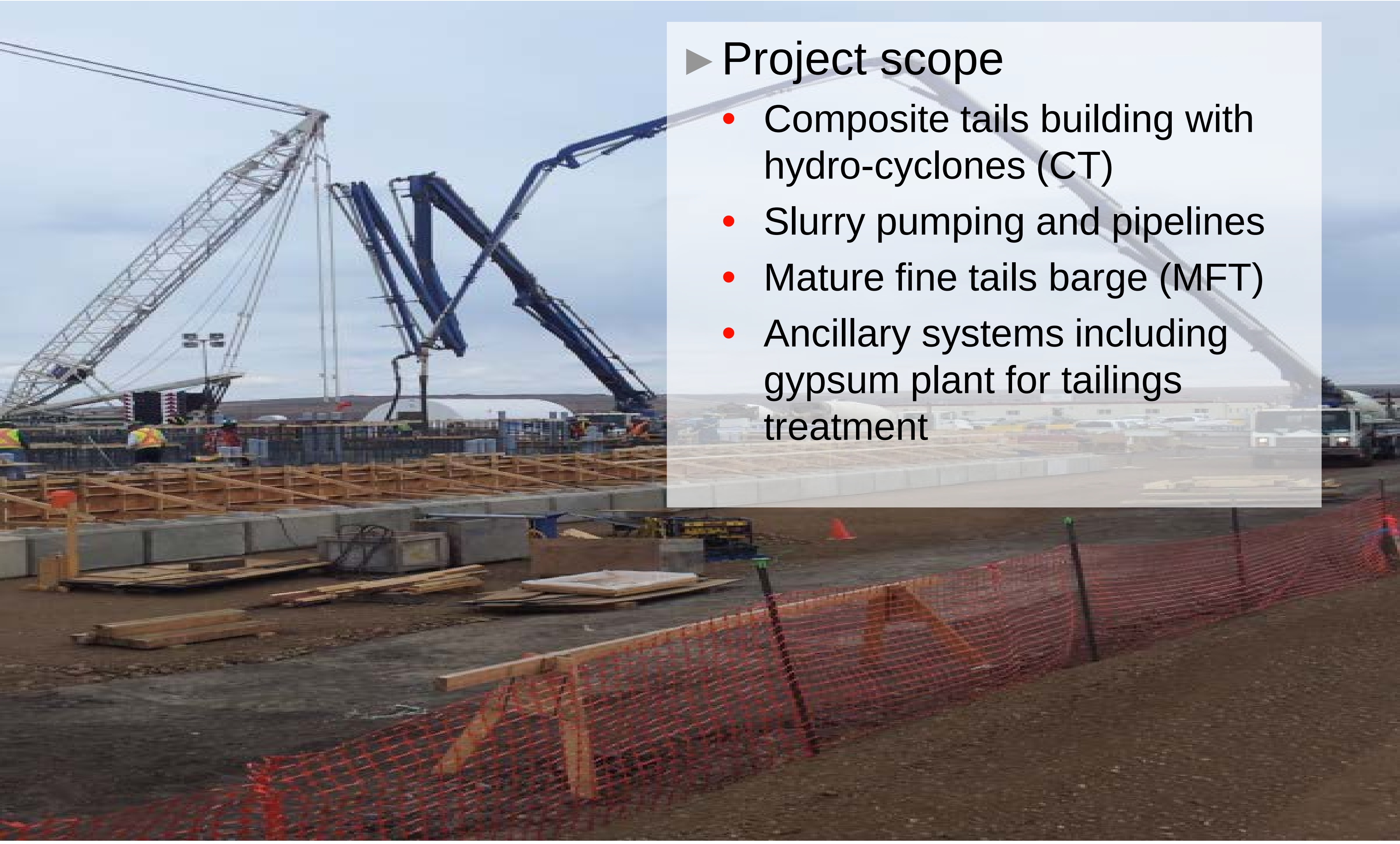

- Project scope
  - Composite tails building with hydro-cyclones (CT)
  - Slurry pumping and pipelines
  - Mature fine tails barge (MFT)
  - Ancillary systems including gypsum plant for tailings treatment

- Aurora Tailings Management
  - Jobsite is north of Fort McMurray
  - Engineering / design
  - Number of modules – 33
  - Fabrication and construction

EPC project delivery
Husky Sunrise Well Pads

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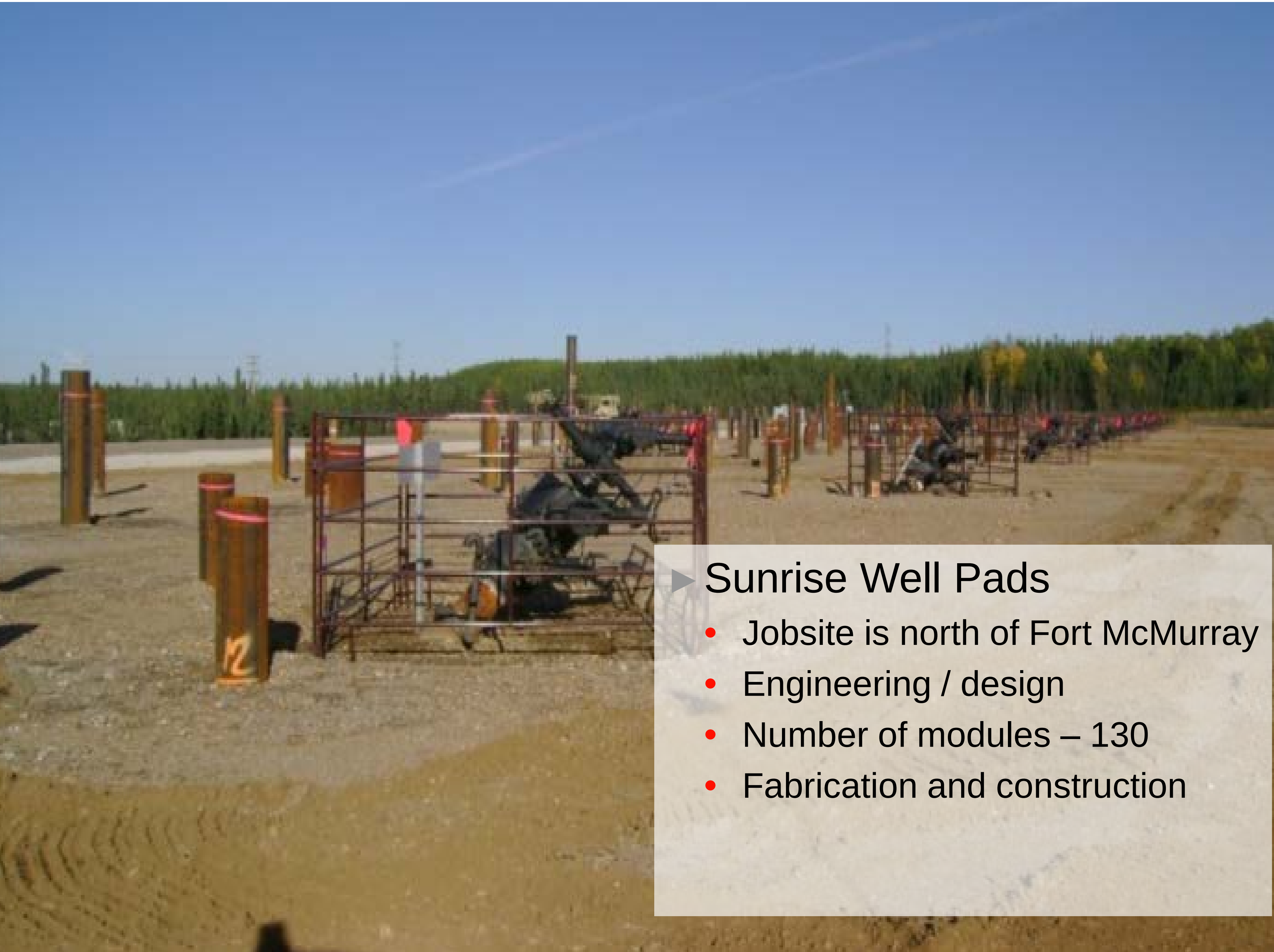
- Project scope
  - Field facilities for a 60,000 bpd SAGD plant
  - 8 well pads virtually identical in design
  - Associated above ground gathering systems
  - Associated underground pipelines for make-up and disposal water



Sunrise Well Pads

- Jobsite is north of Fort McMurray
- Engineering / design
- Number of modules – 130
- Fabrication and construction

EPC project delivery

Key features of delivery model

- Graduated lump-sum conversion approach
- Using our systems and tools for engineering, procurement and construction project delivery
  - Bringing the Local / global model to bear on full project delivery
- Module fabrication as a manufacturing process

EPC project delivery
Future enhancements

- High value project delivery
  - Working with WorleyParsonsCord and bringing offshore fabrication and procurement into the delivery cycle
- Delivering the WorleyParsonsCord model into other geographic regions
- ***Improve*** relationships with full project delivery

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innovation
future
competitive
partnership
consistency
cooperation
empowerment
global
collaboration
success
local
relationships
knowledge
performance
collective
delivery
customer
shared
common
leadership
transparency
agility
teamwork
unity