



WorleyParsons

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Half year results 2017

Andrew Wood, CEO WorleyParsons



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Overview

HY2017 – Making progress



Financial results

- Revenue down in line with overall market contraction
- Underlying result supported by management action on costs
- Gross margin, underlying EBIT and NPAT margins improved
- Statutory result impacted by significant restructuring charges
- Cash conversion below target driven by \$230m receivables from four slow paying state owned customers
- No interim dividend

Delivering on overhead savings

- Delivered \$220m in annualized overhead savings in the half
- Cost reduction program total increased to \$450m, up from \$300m

Operational highlights

- Backlog increased
- Staff numbers have stabilized
- Staff utilization - on target

Our priorities



	Full Year priority areas	HY2017 achievements
Reduce internal costs	<ul style="list-style-type: none">• Targeting \$150m annualized improvement in overhead costs• Staff utilization >85%	<ul style="list-style-type: none">• Delivered \$220m in annualized overhead savings in H1 FY2017.• Overall target increased to \$450m• Staff utilization on target of 85%
Improve customer delivery	<ul style="list-style-type: none">• Grow Digital Enterprise capability• Grow Advisian offering• Expand PMC offering• Accelerate GDC transition and automation	<ul style="list-style-type: none">• Digital Enterprise data products now in market• Advisian developing a leading position in new energy• Significant PMC wins in UAE and Jordan• Delivery systems relocated to the GDC in India
Optimize the portfolio	<ul style="list-style-type: none">• Intensify focus on winning work• Non-core asset sales• Further property savings	<ul style="list-style-type: none">• Established Global Sales Marketing group• Divested South African public infrastructure and Quebec businesses• Closed six offices and reduced footprint by 45,000 sqm
Strengthen the balance sheet	<ul style="list-style-type: none">• Progress towards DSO of 65 days• Reduce cash outflows• Maintain gearing below 30%	<ul style="list-style-type: none">• Increase in DSO, largely driven by 4 customers• Small operating cash outflow• Gearing at 32.9%• Covenant leverage ratio of 2.6 times

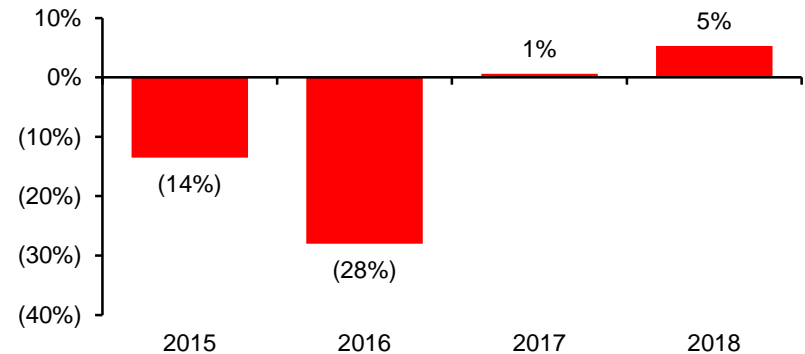
Some context to the result

Some encouraging signs



- ▶ After contractions of ~30% in 2016, oil major capex announcements for 2017 are indicating flat to slight growth
- ▶ Backlog has increased during the period.
- ▶ The Company has undergone significant change. It is more customer focused with increased digital capability to support delivery
- ▶ Customers are consistently providing positive feedback on service delivery
- ▶ Gross margin, underlying EBIT and NPAT margins have improved
- ▶ Staff numbers are stabilizing
- ▶ Protected strategic capability through the transition, and invested in developing Advisian
- ▶ Opened offices in Azerbaijan and Germany to be closer to our Tier 1 global customers' operations

Select O&G Majors - Global Capex YoY Growth (%)



Source: Factset. Broker consensus capex estimates for Anadarko Petroleum, BP, Canadian Natural Resources, Chevron, China Petroleum & Chemical, CNOOC, ConocoPhillips, Devon Energy, Eni, EOG Resources, ExxonMobil, Gazprom, Occidental Petroleum, Oil & Natural Gas Corp, PetroChina, Repsol, Rosneft, Royal Dutch Shell, Statoil, Suncor Energy, Surgutneftegas and Total as at 17 February 2017.

Key financials

Margins improving, cash can do better



Statutory result	HY2017	HY2016	vs. HY2016
Total revenue (\$m)	2,722.1	4,189.4	(35.0%)
EBIT (\$m)	36.4	79.3	(54.1%)
Net (Loss)/Profit After Tax (\$m)	(2.4)	23.1	(110.4%)
Basic EPS (cps)	(1.0)	9.3	(110.8%)
Interim dividend (cps)	-	-	
Operating cash flow	(84.8)	44.1	(292.3%)
Underlying result	HY2017	HY2016	vs. HY2016
Aggregated revenue ¹ (\$m)	2,165.7	3,107.4	(30.3%)
Underlying EBIT ² (\$m)	117.9	150.2	(21.5%)
<i>Underlying EBIT margin</i>	5.4%	4.8%	0.6pp
Underlying Net Profit After Tax ² (\$m)	57.1	73.9	(22.7%)
<i>Underlying NPAT margin</i>	2.6%	2.4%	0.2pp
Underlying basic EPS (cps)	23.0	29.9	(23.1%)
Underlying operating cash flow	(7.0)	82.1	(108.6%)

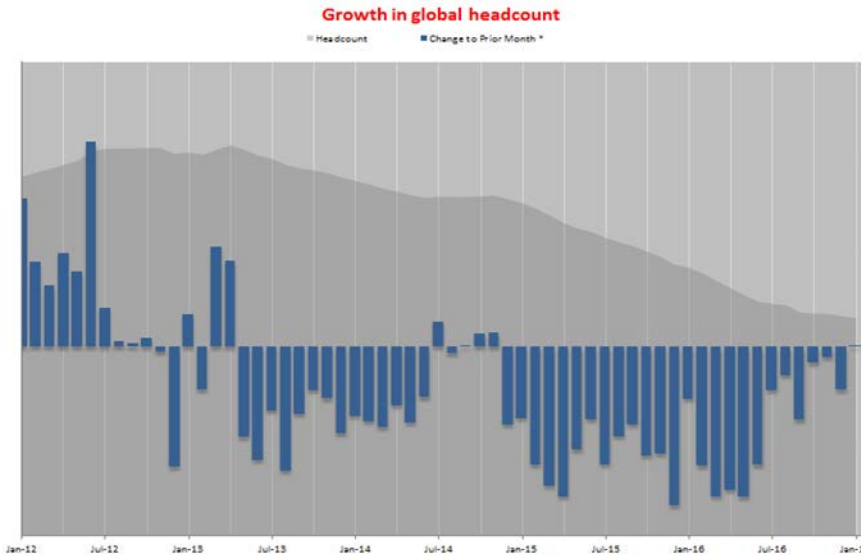
- ▶ Aggregated Revenue down 30%
- ▶ Statutory results impacted by planned restructuring charges
- ▶ Overhead savings driving improved underlying EBIT and NPAT margins.
- ▶ Small operating cash outflow

¹ Refer to slide 37 of the Supplementary slides for the definition of Aggregated revenue.

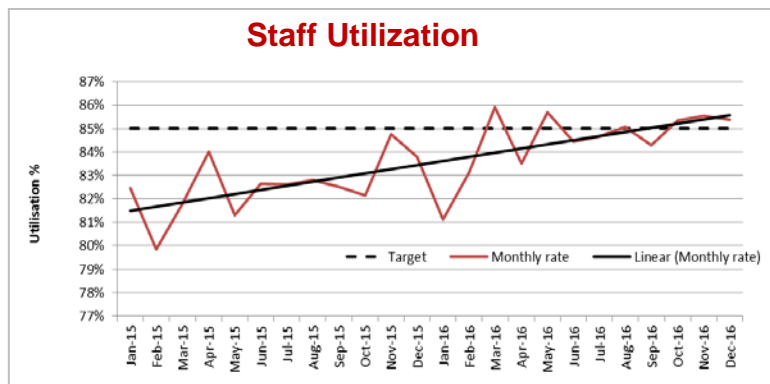
² The underlying EBIT result excludes staff restructuring costs, other restructuring costs, onerous lease contracts, onerous engineering software licences, write-down of investment in equity accounted associates, impairment of associate intangibles, net loss on assets held for sale, certain functional currency related foreign exchange gains and net gain on revaluation of investments previously accounted for as joint operations. The underlying NPAT result excludes these items and the related tax effect.

Reducing internal costs

Headcount stabilizing



* Headcount excludes South Africa Public Infrastructure and Cegertec divestments



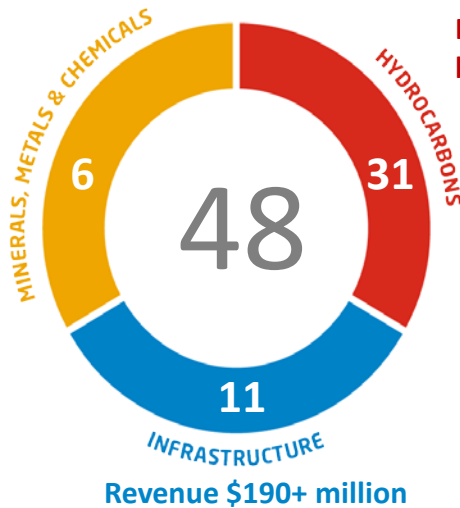
- ▶ Headcount stabilizing
- ▶ Business is right sized for current market
- ▶ Staff utilization on target
- ▶ South Africa public infrastructure and WorleyParsons Cegertec businesses divested
- ▶ Maintained presence in 42 countries
- ▶ Closed six offices and reduced footprint by 45,000 sqm

Significant awards¹

Continuing to win work

HY2017 Significant awards

Revenue \$130+ million



Revenue \$1.0+ billion

Revenue \$190+ million



Installation of the accommodation module on the Hebron topsides, Bull Arm, Newfoundland and Labrador (NL)

\$1.3+ billion in significant awards

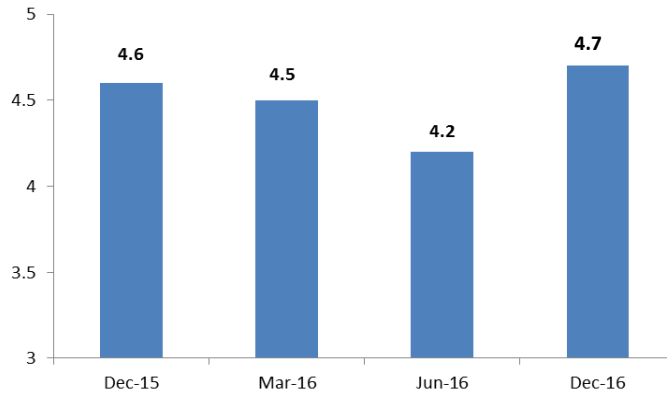
1. Significant awards represent contract awards of values that meet or exceed the individual sector anticipated EBIT earnings thresholds.

Backlog¹ as at 31 December 2016

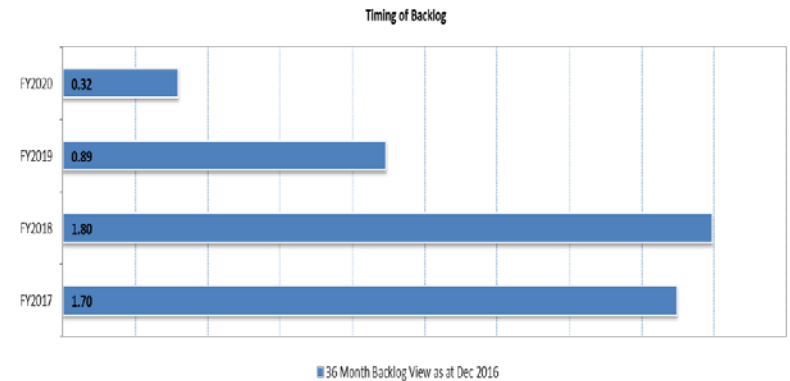
Backlog is increasing



36 months backlog (\$B)



Approximate timing of backlog (\$B)



1. Refer to slide 41 for the definition of backlog.

Timing of conversion to revenue varies from project to project, depending on project schedule, Company scope of services and other factors.

OneWay™ to Zero Harm

We aim for Zero Harm

- ▶ Our safety performance is among the best in the industry - and improving
 - Employee Total Recordable Case Frequency Rate (TRCFR) for HY2017 was 0.05 (FY2016: 0.07)
 - Achieved an 18% reduction in frequency rate for all employees and managed contractors
 - NANA WorleyParsons recognised by ConocoPhillips for achieving zero recordable cases for the last 10 years
- ▶ The Group's HSE Committee continues to support the HSE priorities in the second half of FY2017:
 - Leadership accountability
 - Early HSE engagement and alignment
 - Vehicle and Land Transport
 - Incorporation of Human Performance principles in our operational processes





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Tom Honan, GMD Finance, CFO



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Statutory Statement of Financial Performance



	31 December 2016 (\$m)	31 December 2015 (\$m)
REVENUE AND OTHER INCOME		
Professional services revenue	1,774.2	2,522.4
Procurement revenue	723.1	1,358.1
Construction and fabrication revenue	218.3	298.8
Interest income	3.2	3.2
Other income	3.3	6.9
Total revenue and other income	2,722.1	4,189.4
EXPENSES		
Professional services costs	(1,705.1)	(2,435.6)
Procurement costs	(714.3)	(1,347.8)
Construction and fabrication costs	(183.0)	(257.7)
Global support costs	(52.9)	(59.2)
Other costs	(24.7)	(4.5)
Borrowing costs	(33.0)	(35.8)
Total expenses	(2,713.0)	(4,140.6)
Share of net losses of associates accounted for using the equity method	(2.5)	(2.1)
Profit before income tax expense	6.6	46.7
Income tax benefit/(expense)	3.7	(14.4)
Profit after income tax expense	10.3	32.3
(LOSS)/PROFIT AFTER INCOME TAX ATTRIBUTABLE TO MEMBERS OF WORLEYPARSONS LIMITED	(2.4)	23.1
PROFIT AFTER INCOME TAX ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	12.7	9.2

Reconciliation of Statutory to Underlying NPAT result

Adjusted for non-trading items

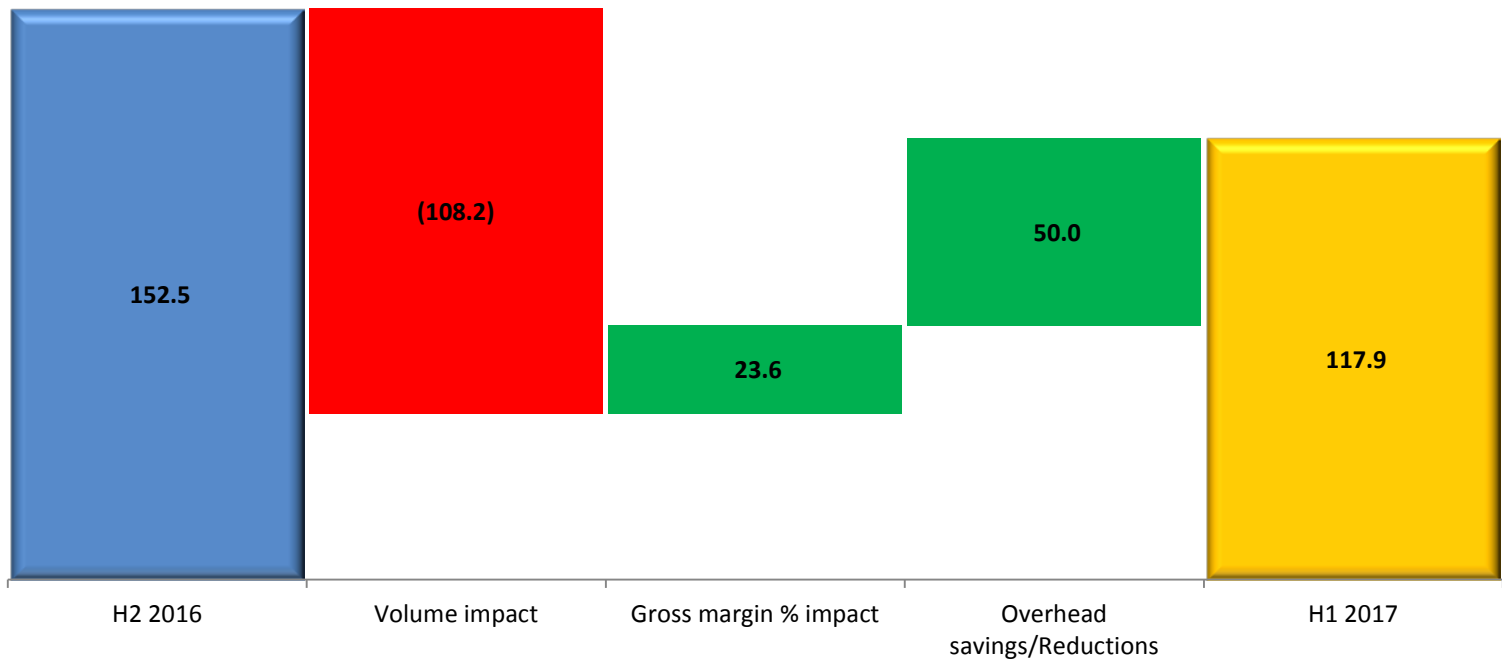


	HY2017(\$m)	HY2016 (\$m)
Statutory result	(2.4)	23.1
Additions (pre-tax)		
Staff restructuring costs	32.8	30.9
Onerous lease contracts	22.6	36.2
Onerous engineering software licenses	-	19.7
Other restructuring costs	23.4	-
Impairment of associate intangibles	2.3	-
Net loss on sale of assets held for sale	0.4	-
Write-down of investments in equity accounted associates	-	4.5
Sub-total additions	81.5	91.3
Subtractions (pre-tax)		
Certain functional currency related foreign exchange gains	-	15.9
Net gain on revaluation of investments previously accounted for as joint operations	-	4.5
Sub-total subtractions	-	(20.4)
Tax effect of Additions and Subtractions	(22.0)	(20.1)
Underlying Net Profit After Tax¹	57.1	73.9

1. The underlying EBIT result excludes staff restructuring costs, other restructuring costs, onerous lease contracts, onerous engineering software licences, write-down of investment in equity accounted associates, impairment of associate intangibles, net loss on assets held for sale, certain functional currency related foreign exchange gains and net gain on revaluation of investments previously accounted for as joint operations. The underlying NPAT result excludes these items and the related tax effect.

Underlying Group EBIT Evolution

Internal improvements not able to offset market contraction



Segment result

By business line



	HY2017	HY2016 (Restated)	vs. HY2016 (Restated)
Aggregated Revenue (\$m)	2,165.7	3,107.4	(30.3%)
Services	1,358.7	1,986.0	(31.6%)
Major Projects & Integrated Solutions (MP&IS)	564.8	773.4	(27.0%)
Advisian	242.2	348.0	(30.4%)
Segment results (\$m)	177.1	220.6	(19.7%)
Services	120.0	120.7	(0.6%)
Major Projects & Integrated Solutions (MP&IS)	54.8	66.5	(17.6%)
Advisian	2.3	33.4	(93.1%)
Segment results (%)	8.2%	7.1%	1.1pp
Services	8.8%	6.1%	2.7pp
Major Projects & Integrated Solutions (MP&IS)	9.7%	8.6%	1.1pp
Advisian	0.9%	9.6%	(8.7pp)

- ▶ Revenue down due to market contractions and project completions
- ▶ Overall EBIT margin improved
- ▶ Services result supported by favourable project outcomes in EMEA
- ▶ Advisian weakness driven by difficult trading conditions in Americas Hydrocarbons and investment in Digital Enterprise
- ▶ *Improve* now in Services and MP&IS

Segment

By region



	HY2017	HY2016 (Restated)	vs. HY2016 (Restated)
Aggregated Revenue (\$m)	2,165.7	3,107.4	(30.3%)
APAC	528.8	716.9	(26.2%)
EMEA	770.8	1,008.3	(23.6%)
AM	866.1	1,382.4	(37.3%)
Operational EBIT (\$m)	177.1	220.6	(19.7%)
APAC	42.4	67.5	(37.1%)
EMEA	86.1	55.2	56.0%
AM	48.6	97.9	(50.4%)
Operational EBIT (%)	8.2%	7.1%	1.1pp
APAC	8.0%	9.4%	(1.4pp)
EMEA	11.2%	5.5%	5.7pp
AM	5.6%	7.1%	(1.5pp)

- ▶ Revenue declines in all regions – driven by projects completing and slow ramp up of new work
- ▶ EBIT growth in EMEA due to favourable project outcomes
- ▶ Americas result down on difficult trading conditions

Segment result

By sector



	HY2017	HY2016 (Restated)	vs. HY2016 (Restated)
Aggregated Revenue (\$m)	2,165.7	3,107.4	(30.3%)
Hydrocarbons	1,482.9	2,221.8	(33.3%)
Professional Services ¹	1,264.6	1,923.0	(34.2%)
Construction & Fabrication	218.3	298.8	(26.9%)
Minerals, Metals & Chemicals	226.7	373.5	(39.3%)
Infrastructure	456.1	512.1	(10.9%)
Operational EBIT (\$m)	177.1	220.6	(19.7%)
Hydrocarbons	137.7	171.3	(19.6%)
Professional Services ¹	102.4	130.2	(21.4%)
Construction & Fabrication	35.3	41.1	(14.1%)
Minerals, Metals & Chemicals	3.2	19.2	(83.3%)
Infrastructure	36.2	30.1	20.3%
Operational EBIT (%)	8.2%	7.1%	1.1pp
Hydrocarbons	9.3%	7.7%	1.6pp
Professional Services ¹	8.1%	6.8%	1.3pp
Construction & Fabrication	16.2%	13.8%	2.4pp
Minerals, Metals & Chemicals	1.4%	5.1%	(3.7pp)
Infrastructure	7.9%	5.9%	2.0pp

- ▶ Upstream Oil and Gas remains the largest segment in Hydrocarbons sector
- ▶ Infrastructure result supported by projects in new energy, nuclear and transport
- ▶ Minerals and Metals market continues to be challenging in spite of recent rises in some commodity prices
- ▶ Chemicals result down due to some large projects finishing before others ramp up



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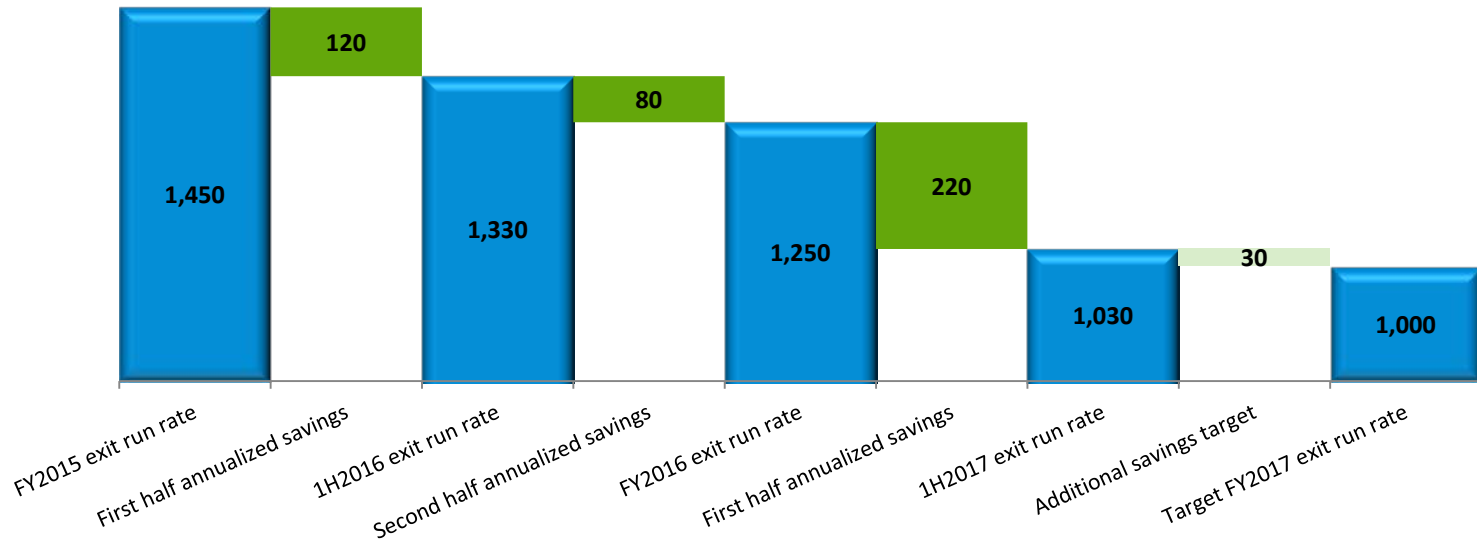
Realize our future



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Overhead cost reduction

Increased total cost reduction target to \$450m



- ▶ Secured \$220m of annualised overhead savings in H1 FY2017
- ▶ Annual target has increased by \$100m since June 2017
- ▶ Savings generated in IT and third party spend, reduction of property and optimizing the functional support structure
- ▶ The benefits of the annualized savings for this half are already embedded in the H1 FY2017 results

Strengthening the balance sheet

Movement in net debt

Net debt increased to \$920m

- ▶ \$77.6m in cash restructuring costs
- ▶ \$230m receivables from four slow paying state owned customers
- ▶ Slow progress in reducing DSO on other receivables



Strengthening the balance sheet

Critical for success

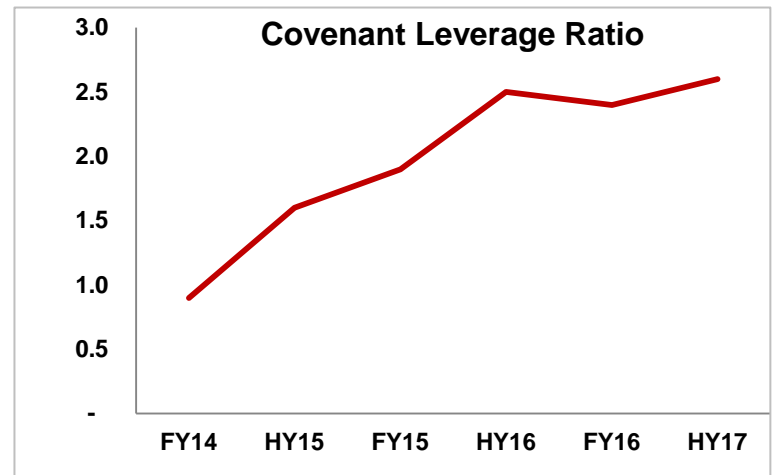
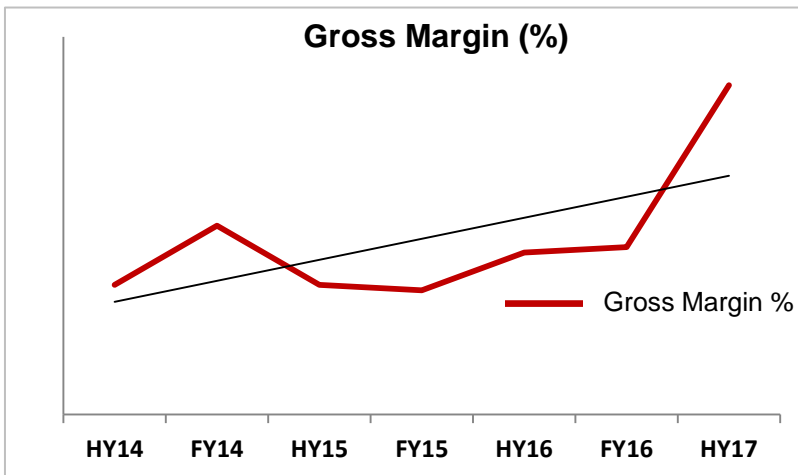
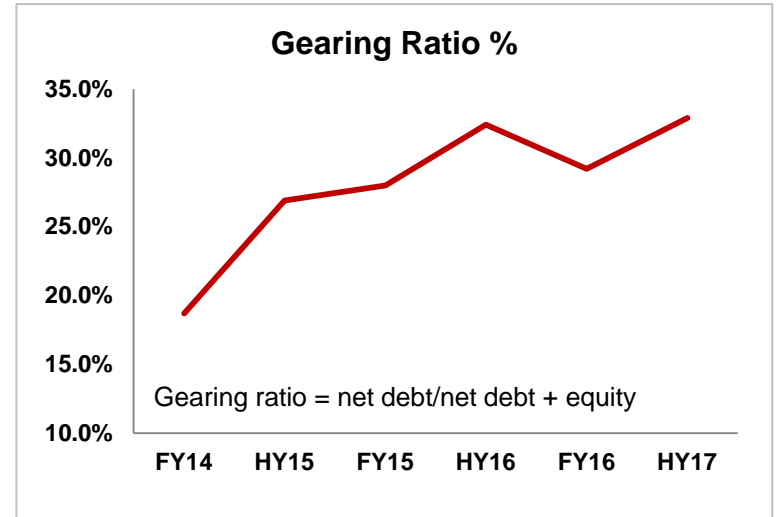
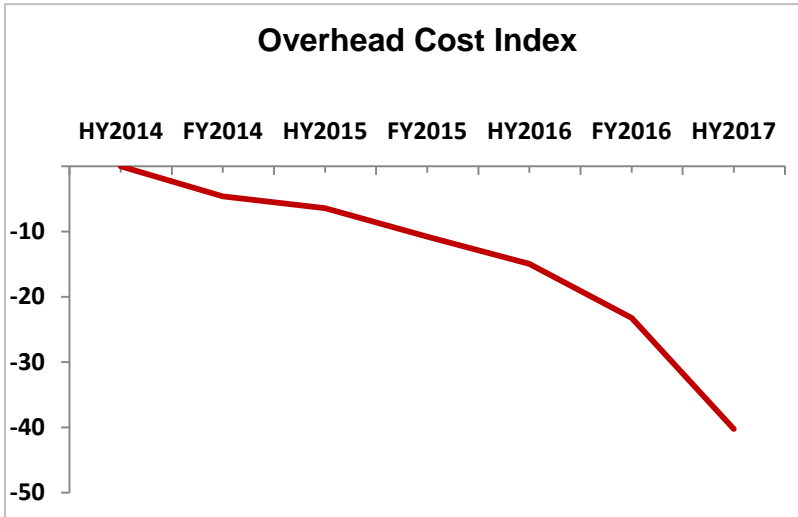
Clear focus to improve balance sheet metrics

- ▶ Cash conservation measures
 - Lowered capital expenditure
 - No dividend payments
 - Reduced M&A spend
- ▶ Cash performance needs to improve
 - Three senior executives allocated to the key receivables
 - Continuing focus on bringing down DSO
 - Cash for restructuring will decrease
- ▶ We remain committed to our medium term balance sheet targets



Realize our future

Key indicators





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Capital management



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Cash flow

Unwavering focus to improve cash flow



\$m	HY2017	HY2016
EBIT	36.4	79.3
Add: Depreciation, amortization	40.3	49.9
Less: Interest and tax paid	(30.8)	(71.3)
Less: Working capital/other	(130.7)	(13.8)
Net cash (outflow)/ inflow from operating activities	(84.8)	44.1
Cash restructuring costs paid	77.8	38.0
Underlying operating cash flow	(7.0)	82.1
Net procurement cash outflow (inflow)	53.1	(20.6)
Underlying operating cash flow net of procurement cash flows	46.1	61.5

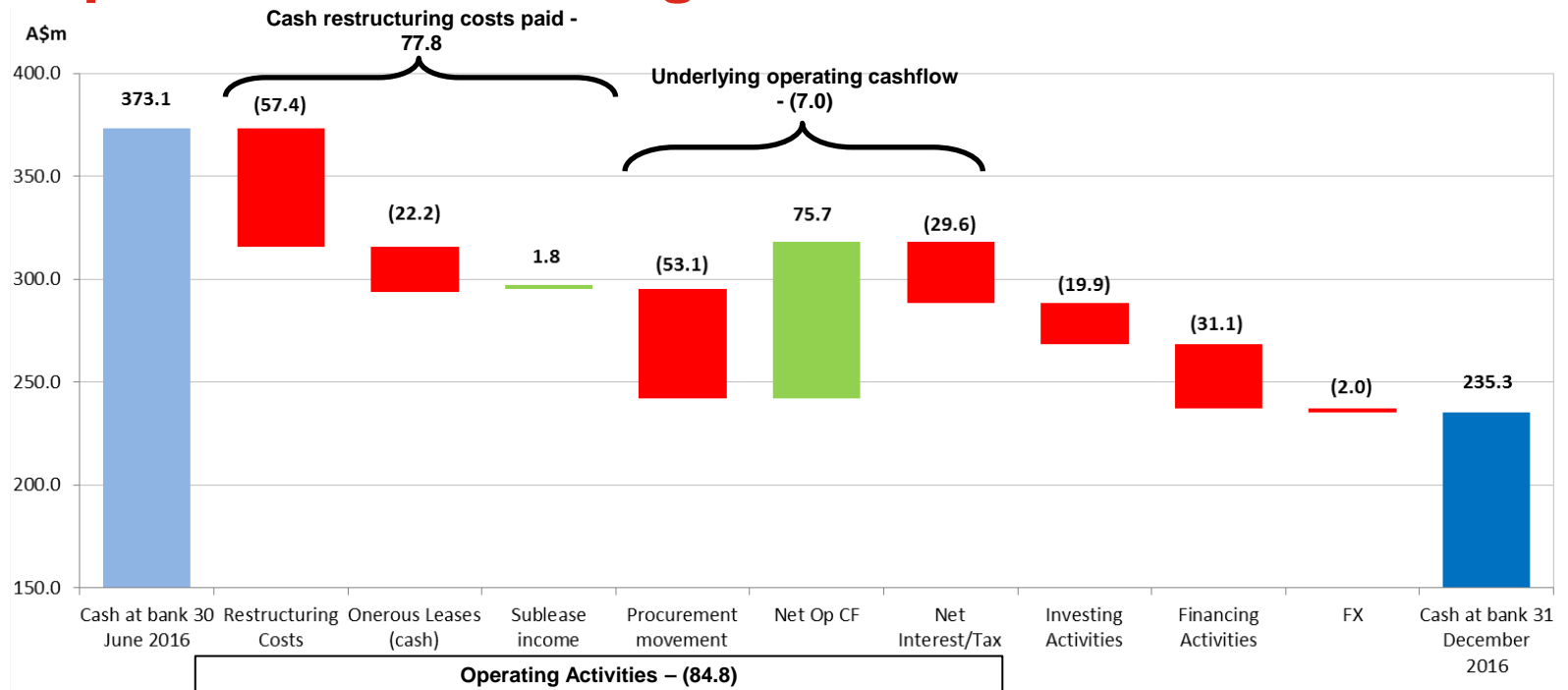
- ▶ Working capital utilized for restructuring costs and development of Advisian
- ▶ \$230m from four slow paying state owned customers impacting cash performance
- ▶ Market conditions making achieving cash targets harder than expected.
- ▶ We remain committed to our cash targets



Completed Hebron topsides at Bull Arm, Newfoundland and Labrador (NL)

Cash Flow

Impact of restructuring



- ▶ Cash flow below target
- ▶ Significant non-recurring items funded during the period
- ▶ \$53.1m of cash out due to timing of procurement inflows vs outflows in the period
- ▶ We remain committed to achieving our cash targets

Gearing metrics

Current balance sheet metrics

	HY2017	FY2016
Gearing ratio ¹ %	32.9%	29.2%
Facility utilization ² %	56.7%	57.0%
Average cost of debt %	5.0%	4.8%
Average maturity (years)	2.4	2.7
Interest cover (times) ³ %	5.5x	5.0x
Net debt \$m	920.2	776.0
Net Debt/EBITDA (times) ³	2.6x	2.4x

- ▶ Gearing within band of 25% to 35%. Target remains <30%
- ▶ Other metrics within limits



Ma'aden Alumina Refinery, Saudi Arabia

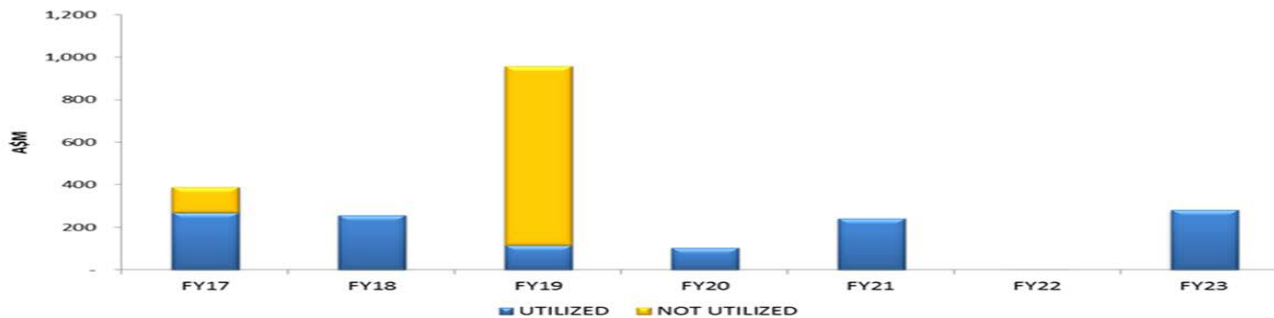
Liquidity

Liquidity and debt maturity profile

Liquidity Summary \$m	HY2017	FY2016	vs FY2016
Loan, finance lease & overdraft facilities	2,235	2,182	2.4%
Less: facilities utilized	(1,268)	(1,244)	1.9%
Available facilities	967	938	3.1%
Plus: cash	245	373	(34.3%)
Total liquidity	1,212	1,311	(7.6%)
Bonding facilities	1,187	1,159	2.4%
Bonding facility utilization	59%	56%	3pp

- ▶ Sufficient liquidity, bonding and debt facilities
- ▶ Average maturity >2 years

Debt facility utilization and maturity profile \$m



Concluding remarks

Progress in last six months

- ▶ Staff numbers are stabilizing
- ▶ Back log has increased
- ▶ Positive customer feedback
- ▶ Gross margin % is holding due to project performance
- ▶ Cost reduction target now increased to \$450m and largely complete
- ▶ Cash result disappointing due to 4 large receivables driving DSO higher. Action plans in place for each.
- ▶ Cash collection is a critical priority



Group outlook



Notwithstanding that market conditions remain challenging, customers' sentiment is improving and they inform the Company that their activity levels are not expected to deteriorate further. In some areas, they are beginning to increase activity, which the Company is expecting to flow through in the medium term. The benefit of the cost reductions achieved by the Company in the first half, are expected to be reflected in second half earnings.



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Q&A



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Supplementary information



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Local Presence, Global Delivery



23,200

people

112

offices

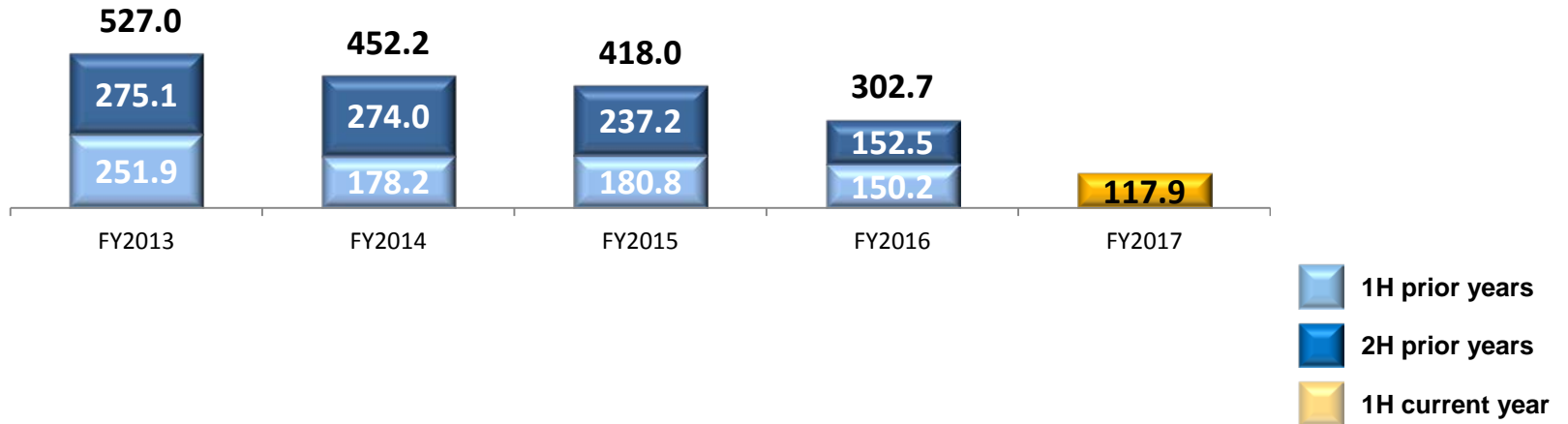
42

countries

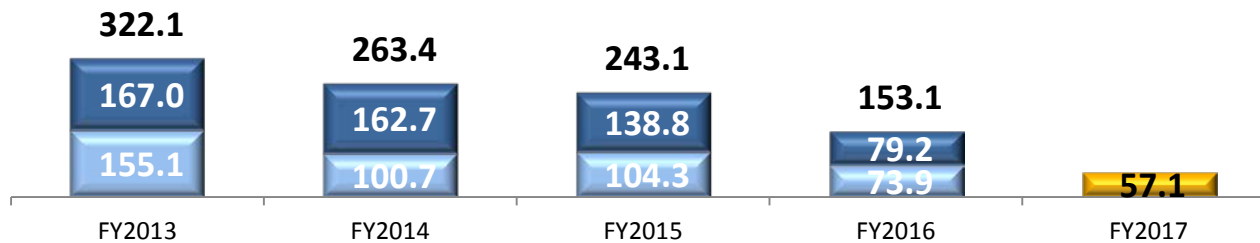
- ▶ 6 offices closed
- ▶ 2 businesses divested
- ▶ First office in Germany opened to be close to our global Chemicals customers

Underlying earnings profile

Group Underlying EBIT \$m



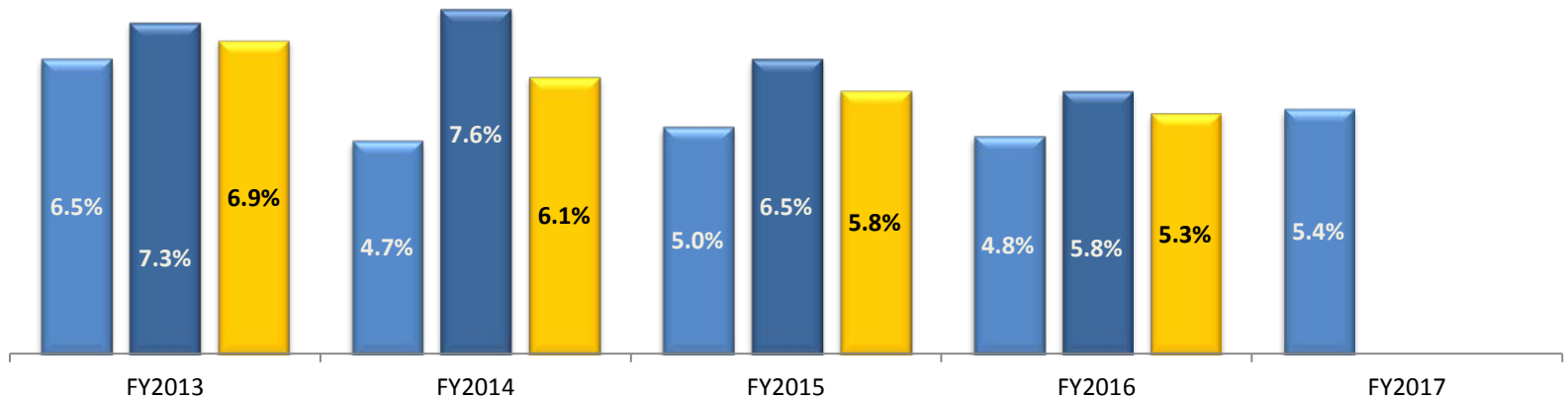
Group Underlying NPAT \$m



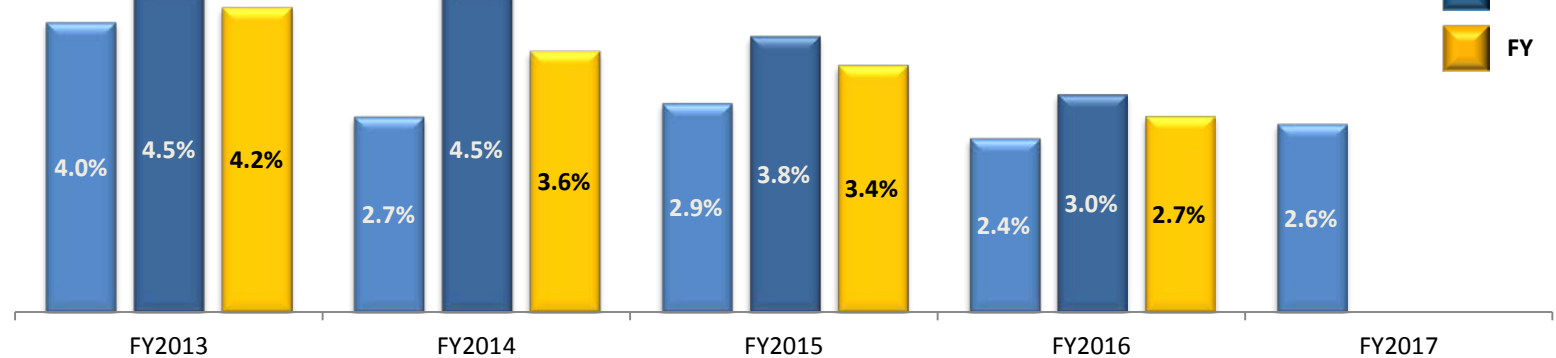
Underlying earnings profile

Margin profile

Operational Underlying EBIT %



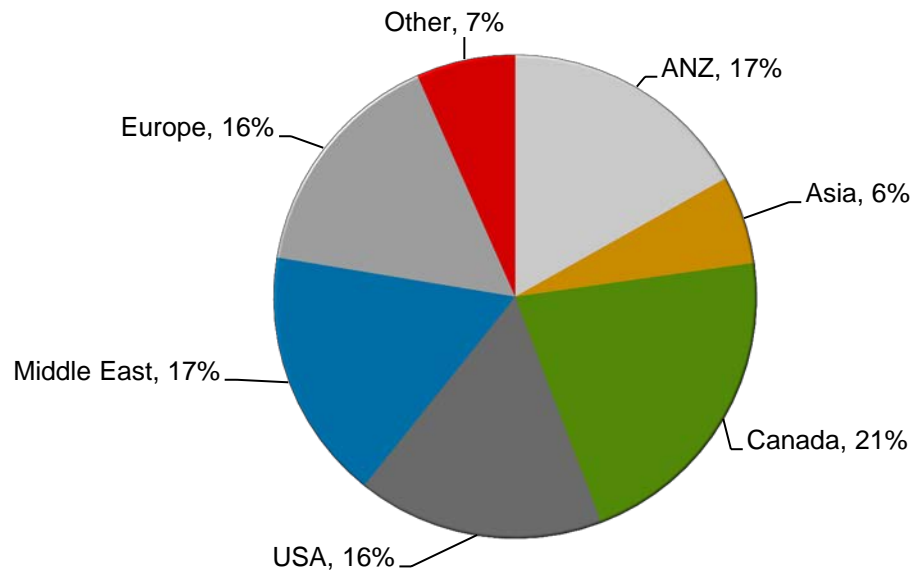
Operational Underlying NPAT %



Regional revenue split

Understanding the business

Contribution to aggregated revenue (%)



- ▶ Canada impacted by decline in oil sands activity, offset by increase of Cord market share
- ▶ Contribution from all regions not significantly changed.



Revenue reconciliation



\$m	HY2017	HY2016	vs HY2016
Revenue and other income	2,722.1	4,189.4	(35.0%)
Less: Procurement revenue at nil margin	(572.2)	(1,186.3)	(51.8%)
Less: Pass-through revenue at nil margin	(100.3)	(60.2)	66.6%
Plus: Share of revenue from associates	119.3	172.2	(30.7%)
Less: Interest income	(3.2)	(3.2)	-
Less: Net gain on revaluation of investments previously accounted for as joint operations	-	(4.5)	(100.0%)
Aggregated revenue*	2,165.7	3,107.4	(30.3%)
Professional services	1,793.2	2,625.9	(31.7%)
Construction and fabrication	218.3	298.8	(26.9%)
Procurement revenue at margin	150.9	180.3	(16.3%)
Other income	3.3	2.4	37.5%

*Aggregated revenue is defined as statutory revenue and other income plus share of revenue from associates, less procurement revenue at nil margin, pass-through revenue at nil-margin, interest income and net gain on revaluation of investments previously accounted for as joint operations. The Directors of WorleyParsons Limited believe the disclosure of the share of revenue from associates provides additional information in relation to the financial performance of WorleyParsons Limited Group.

EBIT reconciliation



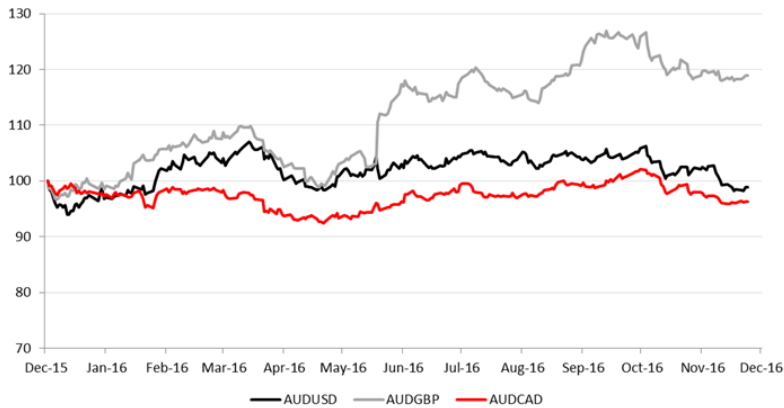
\$m	HY2017	HY2016
EBIT	36.4	79.3
Less: net gain on revaluation of investments previously accounted for as joint operations	-	(4.5)
Add: staff restructuring costs	32.8	30.9
Add: onerous lease contracts	22.6	36.2
Add: onerous engineering software licences	-	19.7
Add: other restructuring costs	23.4	-
Add: impairment of associate intangibles	2.3	-
Add: write down of investments in equity accounted associates	-	4.5
Add: net loss on sale of assets held for sale	0.4	-
Less: certain functional currency related foreign exchange gains	-	(15.9)
Underlying EBIT¹	117.9	150.2

¹ The underlying EBIT result excludes staff restructuring costs, other restructuring costs, onerous lease contracts, onerous engineering software licences, write-down of investment in equity accounted associates, impairment of associate intangibles, net loss on assets held for sale, certain functional currency related foreign exchange gains and net gain on revaluation of investments previously accounted for as joint operations.

FX translation impact



Movement in major currencies against AUD (indexed)



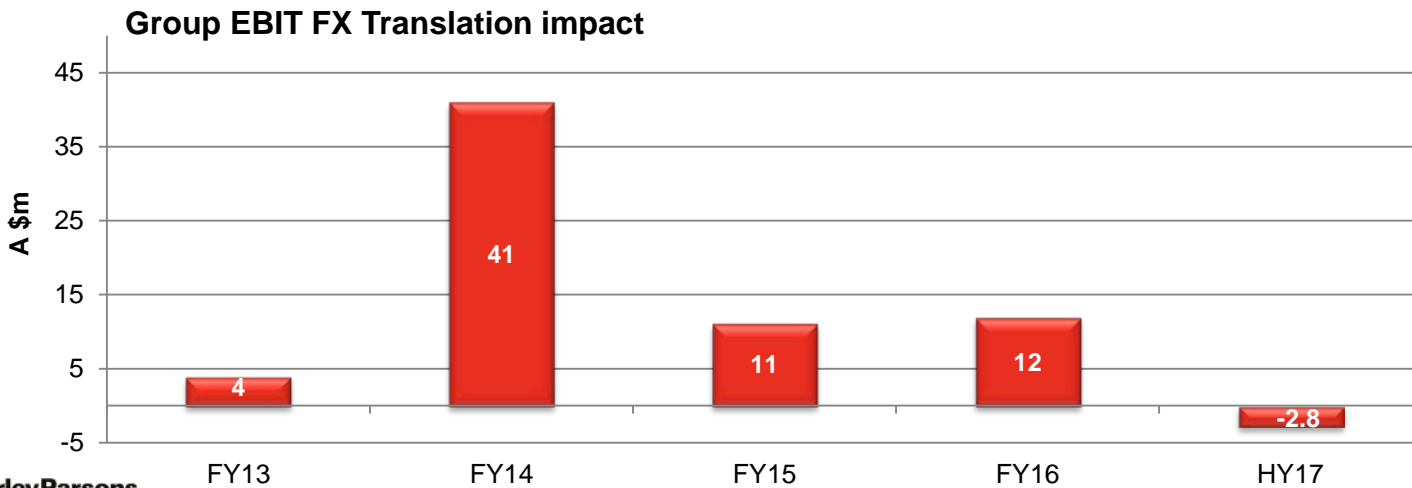
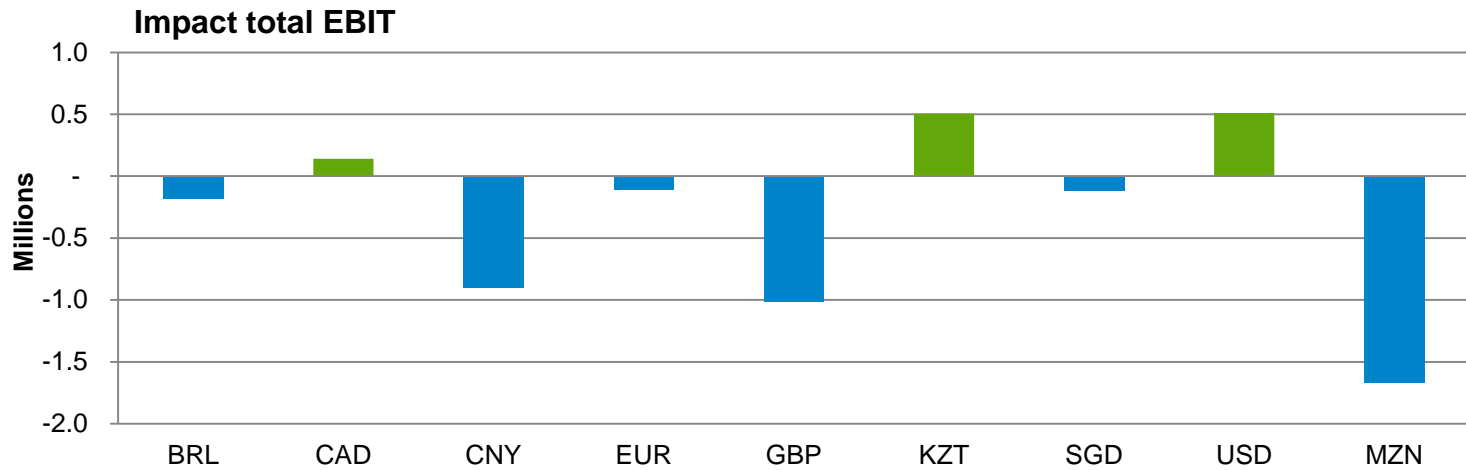
Currency	AUD \$m NPAT translation impact of 1c Δ
AUD:USD	(0.1)
AUD:GBP	0.5
AUD:CAD	(0.2)

Currency	Average exchange rate movement	Spot exchange rate movement
BRL	(7.3%)	(1.5%)
CAD	4.3%	1.4%
CNY	11.0%	1.5%
EUR	4.9%	3.0%
GBP	25.5%	5.6%
NOK	4.2%	0.7%
SGD	3.0%	4.5%
USD	4.4%	(2.8%)
KZT	37.5%	(4.5%)

Currency	HY17	HY16	FYΔ
AUD:USD	75.5	72.3	4.4%
AUD:GBP	59.1	47.1	25.5%
AUD:CAD	99.5	95.4	4.3%

Foreign Exchange

Effects of different currencies offset each other



Backlog definition from 30 June 2016



- ▶ Represents 3 years/36 months view
- ▶ Includes total dollar value of the amount of revenues we expect to record in the future as a result of work performed under contracts or purchase/work orders awarded to WorleyParsons
- ▶ With respect to long term agreements and framework agreements we include an amount for the work we expect to receive over the period under consideration.
- ▶ View of backlog is sensitive to timing of awards and as such conservative view of timing has been adopted

Acronyms



DSO	–	Day Sales Outstanding
EDS	–	Engineering and Design Services
E&P	–	Engineering and Procurement
EPC	–	Engineering, Procurement and Construction
EPCM	–	Engineering, Procurement and Construction Management
ESA	–	Engineering Services Agreement
ESP	–	Engineering Services Provider
FEED	–	Front End Engineering Design
FEL	–	Front End Loading
FY	–	Financial Year
GDC	–	Global Delivery Centers
GSA	–	General Services Agreement
HSE	–	Health Safety and Environment
HY	–	Half Year
IPMT	–	Integrated Project Management Team
MSA	–	Master Service Agreement
NPAT	–	Net Profit After Tax
O&M	–	Operations and Maintenance
PCM	–	Procurement and Construction Management
PMC	–	Project Management Consultant/Consultancy



WorleyParsons

resources & energy