

20 April 2026

ASX Release

Conflict in the Middle East and impact on Group Outlook

Worley Limited (ASX: WOR) ("Worley") supports customers in a number of locations in the Middle East and continues to closely monitor developments and the impact on our people, projects and operations.

The safety and wellbeing of our people remain our highest priority. Worley continues to implement established security, risk management and business continuity protocols to support our people and our customers in the region.

Worley provides a further update¹ on our Middle East operations and impacts of the conflict in the region on our business:

- There have been no project cancellations to date. Worley has been working closely with our customers to ensure that projects continue to progress, with remote and flexible working arrangements in place where appropriate, and continued services provided by Worley's Global Integrated Delivery centers in India and other Worley offices outside the Middle East.
- Where work for our customers has been disrupted, including for safety reasons or supply chain and transportation challenges, project timelines have been delayed, and we continue to minimize the impact of such delays where we can. Customers are delaying commencement and award of new projects.
- Worley has been asked to support customers with restoration of assets and strategic projects linked to the conflict, to ensure business continuity and support repair and rebuild efforts.

The extended duration of the conflict and continued uncertainty is resulting in further delays to existing Middle East-related projects and the commencement and award of new projects in the region. The impact extends to Worley's services provided to these projects from its offices outside the Middle East. The adverse impact of the Middle East conflict to FY26 underlying EBITA is estimated to be in the range of \$30 to \$40 million.

In relation to our previously disclosed FY26 Group outlook,² it is now unlikely Worley will achieve growth in underlying EBITA in FY26.³ However, we continue to expect the underlying EBITA margin (excluding procurement) to be within a range of 9.0-9.5% and we continue to target higher growth in aggregated revenue than FY25. Actual outcomes may vary depending on factors such as the duration of the conflict, disruption to supply chains, contract timing and the pace of recovery.

¹ Refer ASX announcement dated 25 March 2026 'Response to recent developments in the Middle East'.

² Refer page 26, HY2026 results presentation dated 26 February 2026 and page 25, FY2025 results presentation dated 27 August 2025.

³ On a constant currency basis.



Over the medium to longer term we anticipate the following growth opportunities:

- Investment in regional pipeline and export infrastructure; and
- Increased global focus on national security for alternate sources of energy, chemicals and resources.

We continue to speak with customers in the Middle East on the more immediate repair and rebuild efforts in the region, as well as with customers globally about how we can support them in their strategic response to the impact of the conflict.

Worley will continue to closely monitor developments and provide further updates to the market as required. The Company will hold its Investor Day on 14 May 2026.

Authorized for release by Nuala O’Leary, Group Company Secretary.

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About Worley: Worley is a leading global professional services company of energy, chemicals and resources experts. We partner with customers to deliver projects and create value over the life of their assets. We’re bridging two worlds, moving towards more sustainable energy sources, while helping to provide the energy, chemicals and resources needed now.

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This ASX release contains forward-looking statements. These forward-looking statements reflect the Group’s expectations at the date of such statements. They are not guarantees or predictions of future performance or outcomes. They involve known and unknown risks and uncertainties, many of which are beyond our control and which may cause actual outcomes and developments to differ materially from those expressed in the statements. Factors that may affect forward-looking statements include legal and regulatory changes, technological changes, customer investment in the energy transition, economic and geopolitical factors including global market conditions, changes in customer investment plans and in the timing of project awards or execution, the progress and outcomes of transformation and restructuring initiatives, demand and availability of highly skilled people, and risks including physical, technology and climate-related risks.

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