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Strategy for growth – North America

Andrew Wood, CEO WorleyParsons

Presentation to American Chamber of Commerce in
Australia
9 September 2014

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OneWay™

Vision of Zero Harm

Vision: Zero harm to people and assets
Zero environmental incidents

Progressing this vision needs action

Supported by people applying our systems, processes and policies



To deliver superior business outcomes

Elements

1. Leadership and Governance
2. Risk Management
3. Caring for our People & the Environment
4. Selection and Competency
5. Working with Our Customers
6. Engineering
7. Working with the Supply Chain
8. Field Activities
9. Management of Change
10. Critical Incident Avoidance, Response and Recovery
11. Incident and Behavior Analysis
12. Assessment and Improvement

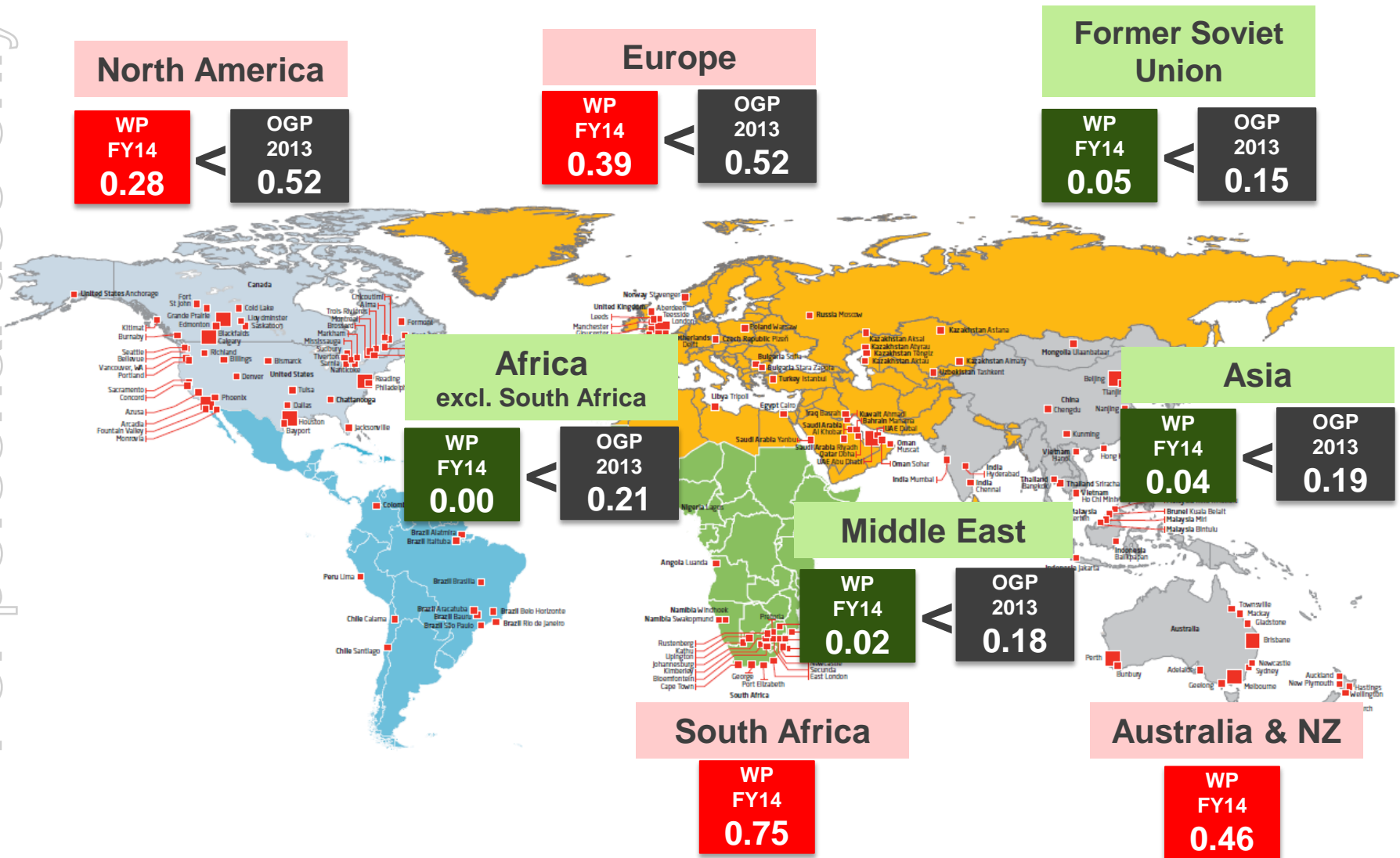


OGP 2013 benchmarking



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International Association of Oil & Gas producers (OGP) Benchmarking: The OGP 2013 safety performance indicators report summarises the Total Recordable Frequency Rate (TRCFR) for contributing OGP member companies for 2013 by geography.

What we do



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WorleyParsons delivers projects, provides expertise in engineering, procurement and construction and offers a wide range of consulting and advisory services. We cover the full lifecycle, from creating new assets to sustaining and enhancing operating assets, in the hydrocarbons, mineral, metals, chemicals and infrastructure sectors.

Who we are

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.



EcoNomics

Markets



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HYDROCARBONS

Full-scope delivery services for

- upstream
- midstream, and
- downstream facilities located both onshore and offshore



MINERALS, METALS & CHEMICALS

We deliver a wide range of services to the minerals, metals and chemicals markets, encompassing

- aluminium,
- bauxite and
- alumina,
- base metals,
- precious metals,
- coal,
- iron ore,
- fertilizers, and
- chemicals



INFRASTRUCTURE

Infrastructure offers complete economic infrastructure solutions to customers with

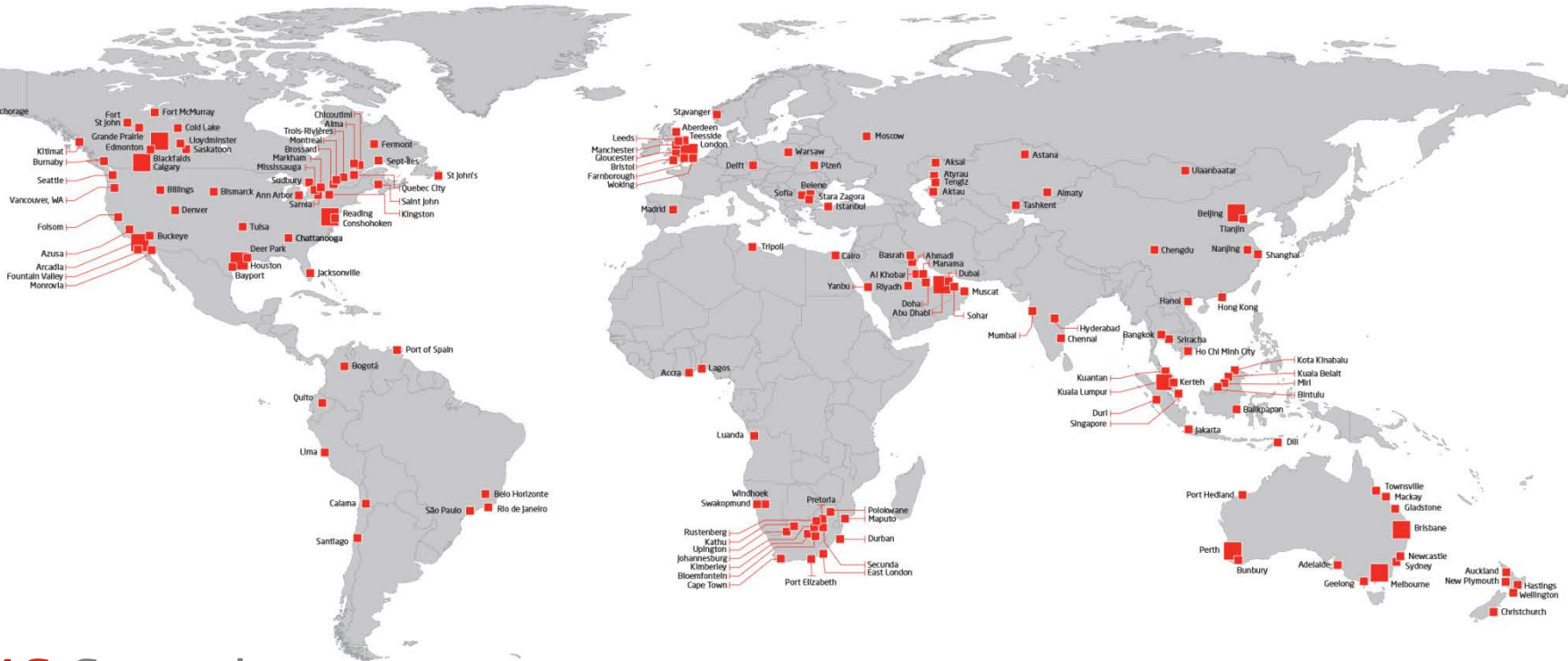
- resource,
- energy,
- Industrial, and
- urban challenges.



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46 Countries
157 Offices
35,600 Employees

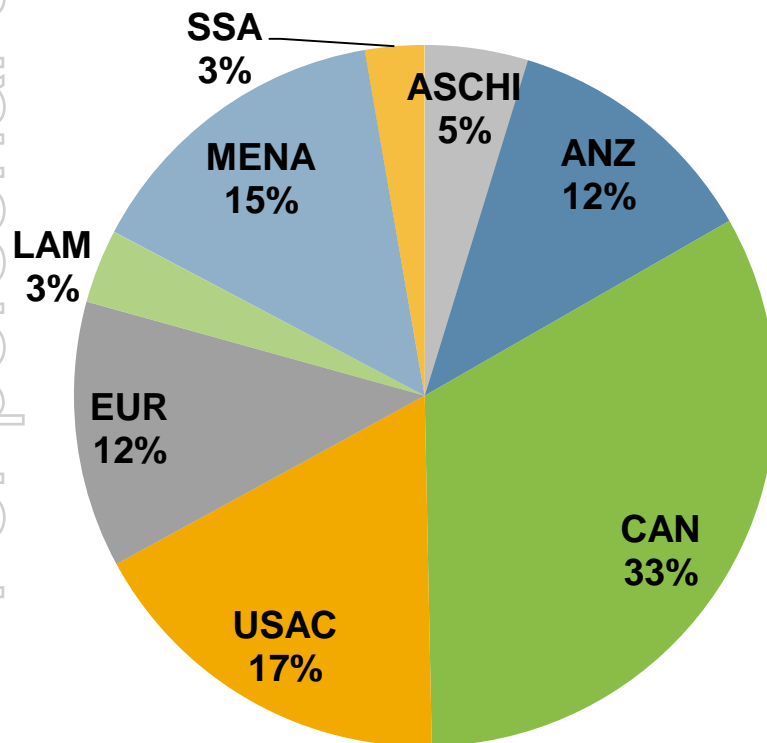


North America snapshot



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FY2014 revenue



48 Offices
12,900+ Employees

How did we get here



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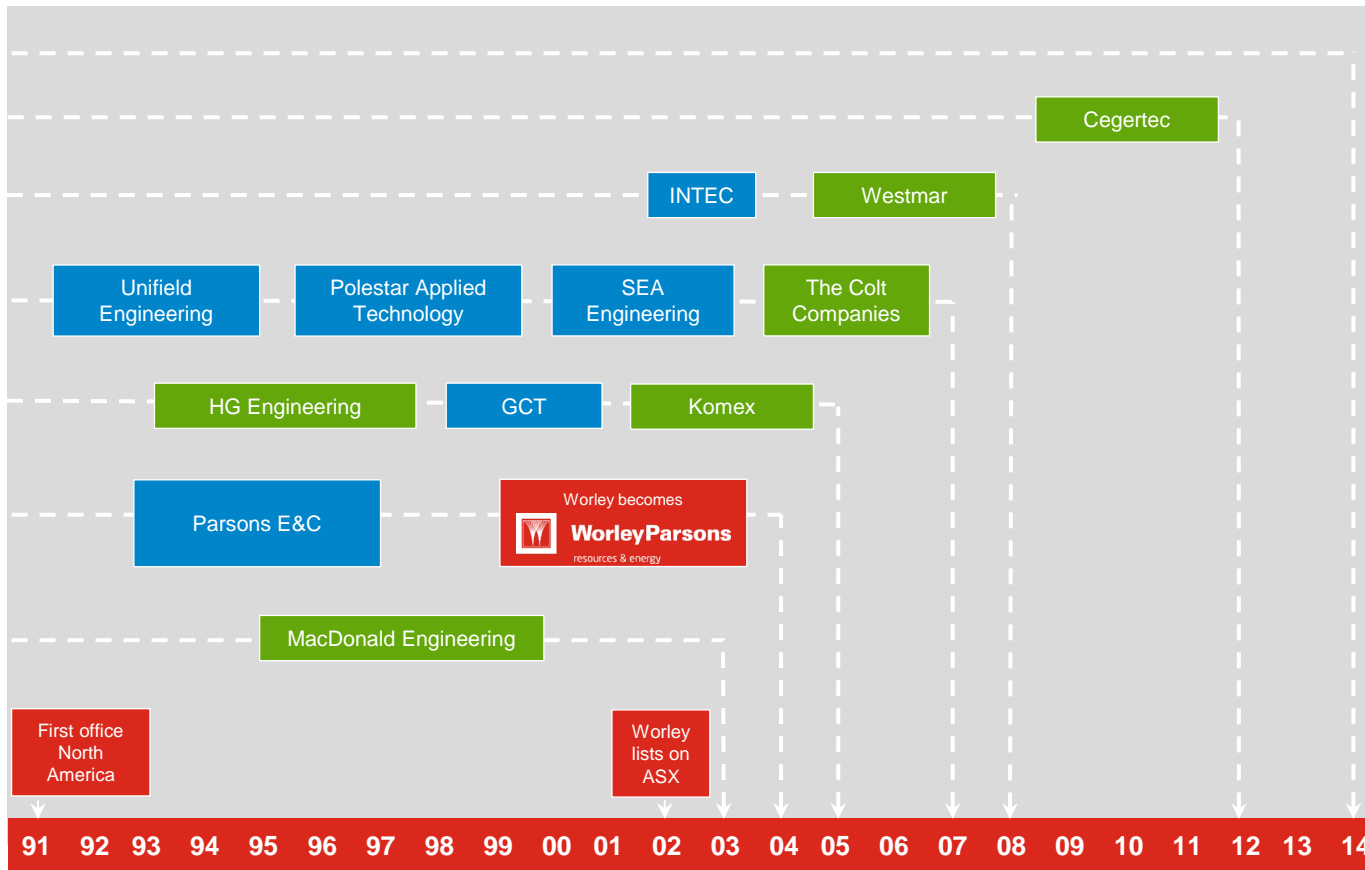
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POLESTAR
APPLIED TECHNOLOGY, INC.



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INTEC ENGINEERING

Westmar

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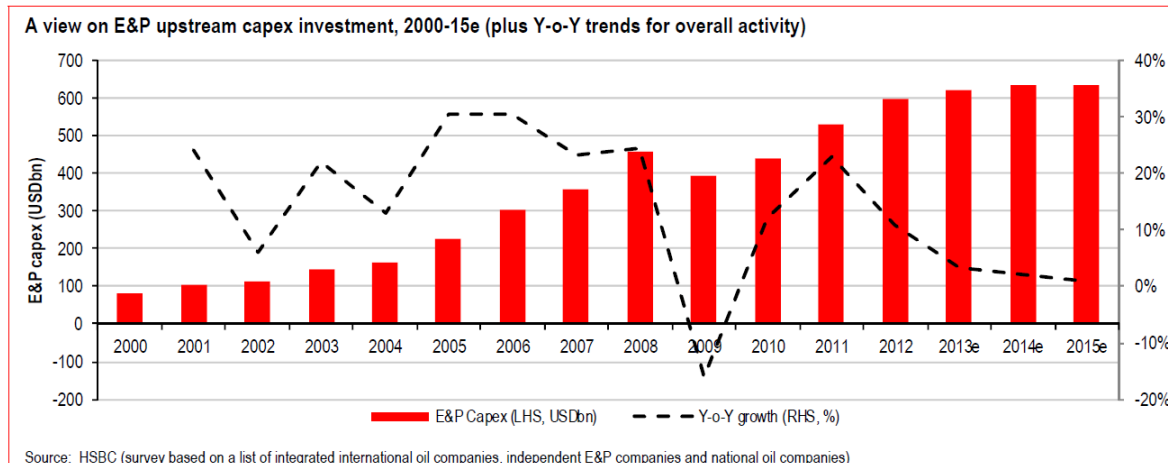
The macro environment



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Short term challenging conditions, longer term upside

- ▶ Oil & Gas majors are focused on returns and delivering current projects
- ▶ LNG supply options moving to North America and East Africa
- ▶ Unconventional oil and gas in North America is transforming the hydrocarbons and chemicals sectors
- ▶ M&M - continuing contraction in major project spend, focus on operational efficiency and brownfield mods
- ▶ Opportunities arising for *Improve* services



The macro environment



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A **changing** competitor landscape

- ▶ Large M&A is reshaping our peer group
- ▶ Competitive pressures rising in some markets



acquired



acquired



acquired



SNC • LAVALIN

acquiring



Engineers & Constructors



acquiring

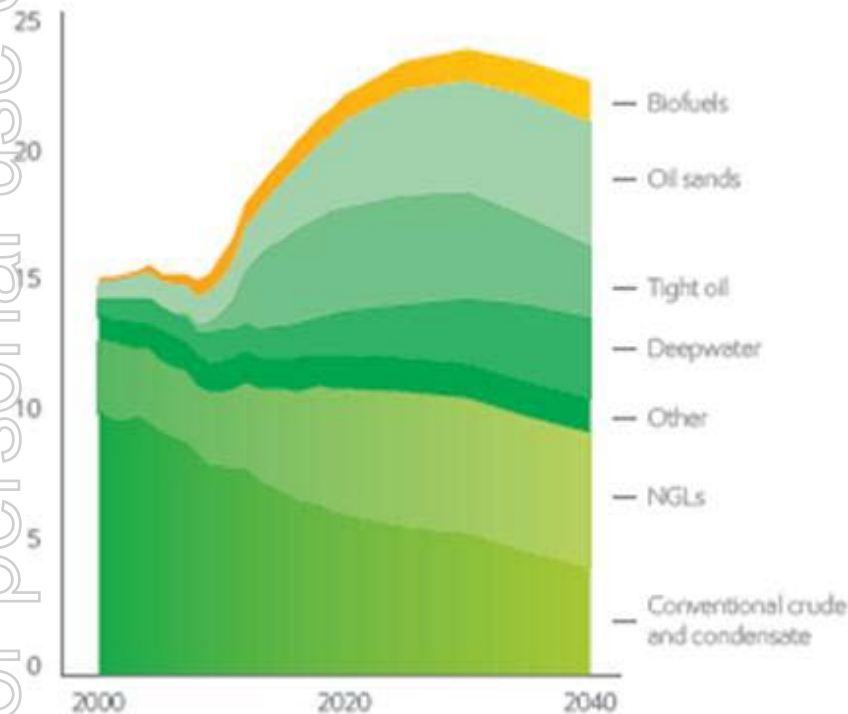


North America oil and gas markets



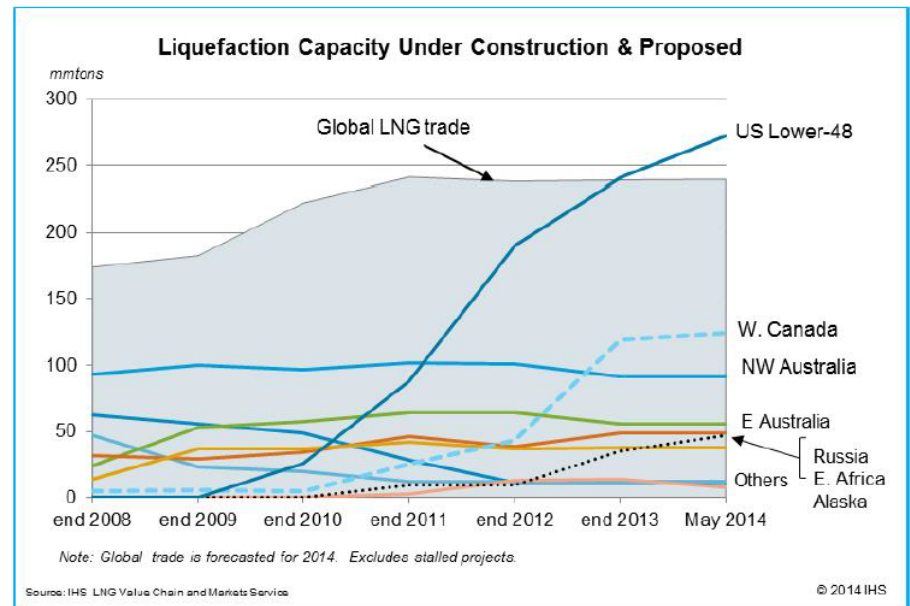
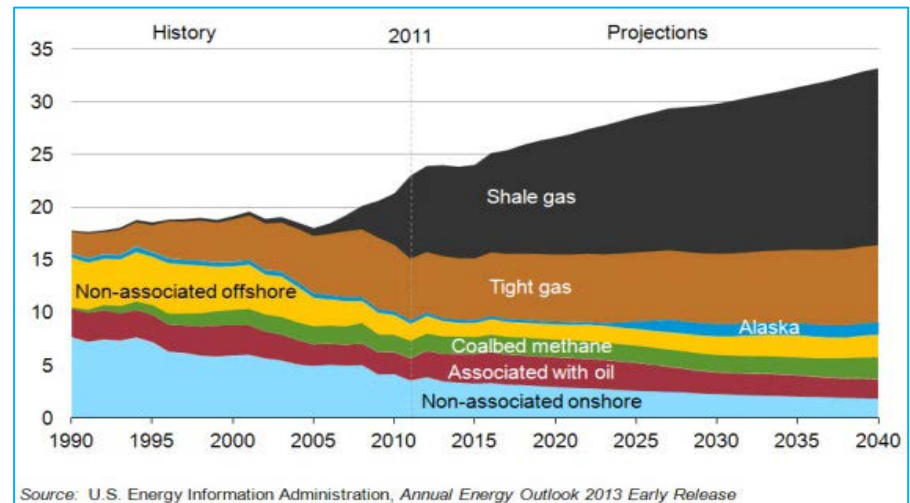
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North America liquids supply by type
Millions of oil-equivalent barrels per day



Source: ExxonMobil, The Outlook for Energy: A View to 2040, 2014

North American LNG vs
the rest of the world



Our Group strategy



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To enhance and leverage our **broad and deep technical capabilities** and our **diverse geographic presence**



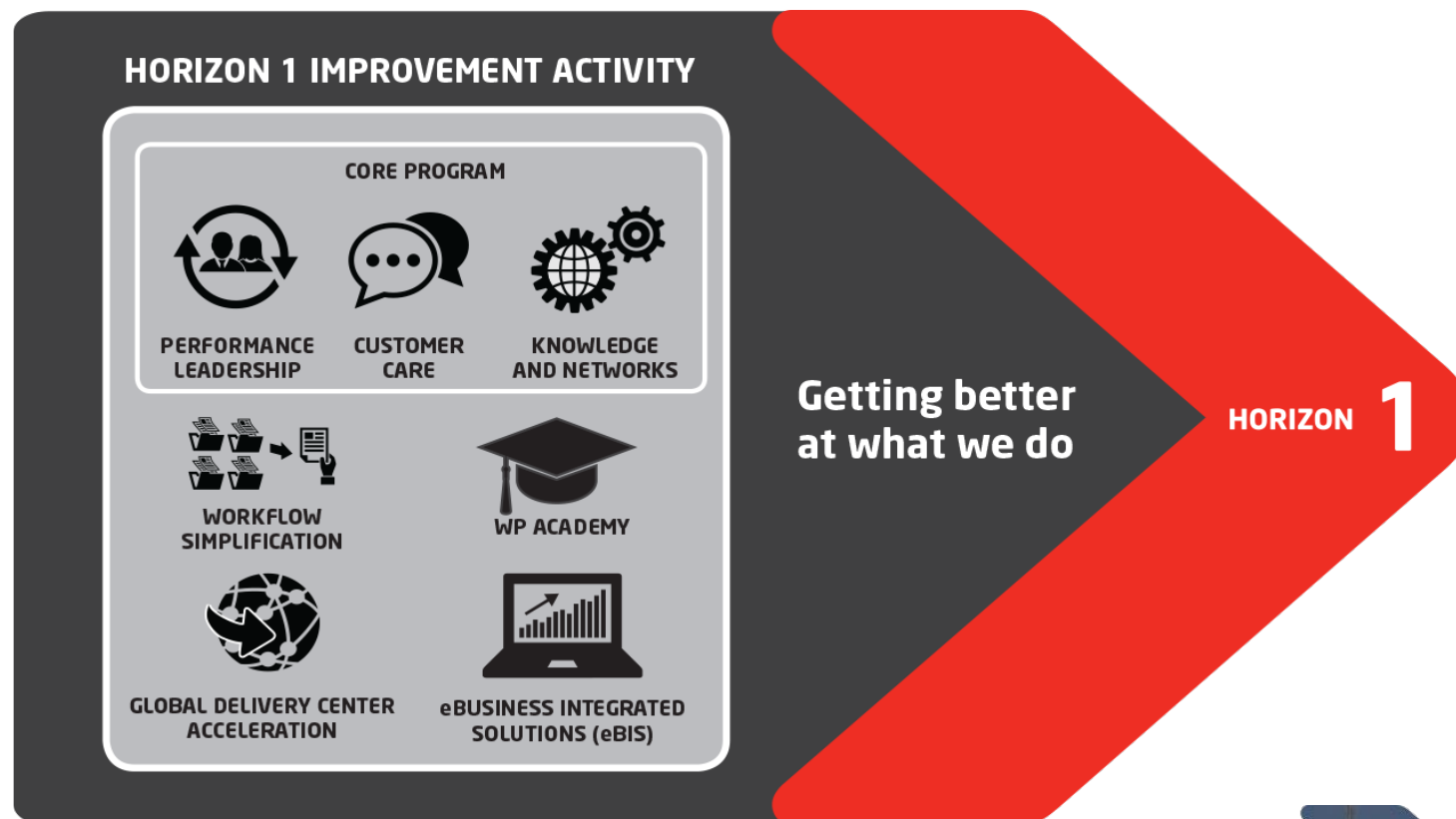
Horizon 1



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Getting better at what we do



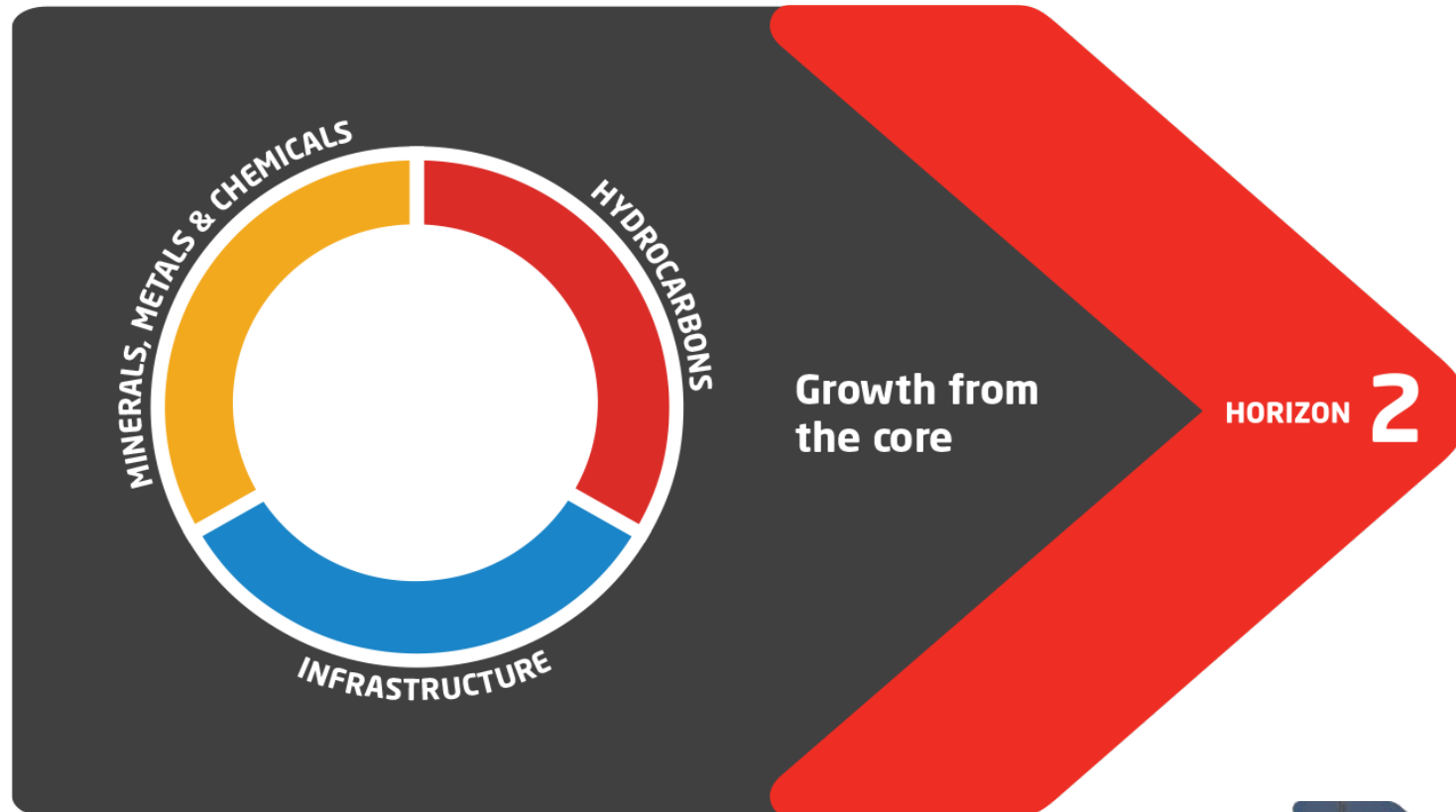
Current performance = Future work

Horizon 2

Growth from the core



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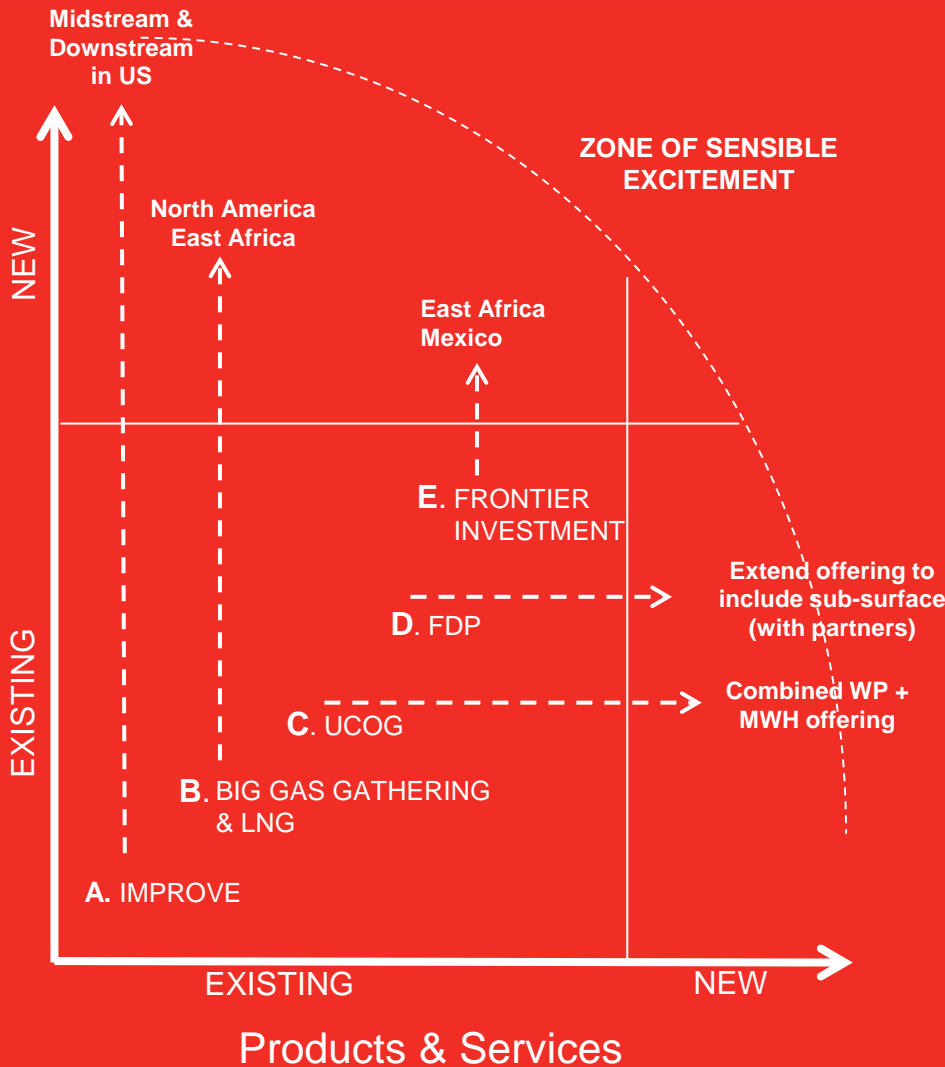


Hydrocarbons strategic focus



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- A. Improve**
- B. Big gas gathering & LNG**
- C. Unconventional Oil & Gas**
- D. Field Development Planning**
- E. Frontier investment**

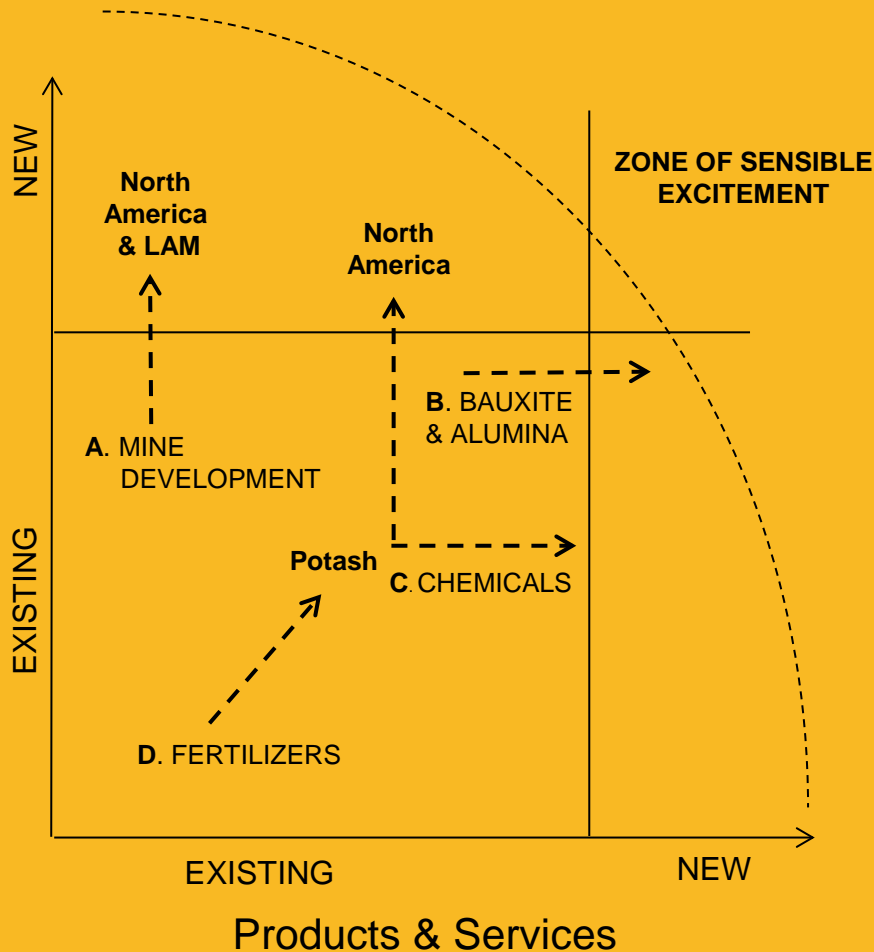


MM&C strategic focus



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- A. Mine development**
- B. Bauxite & Alumina**
- C. Chemicals rapid growth**
- D. Fertilizers**

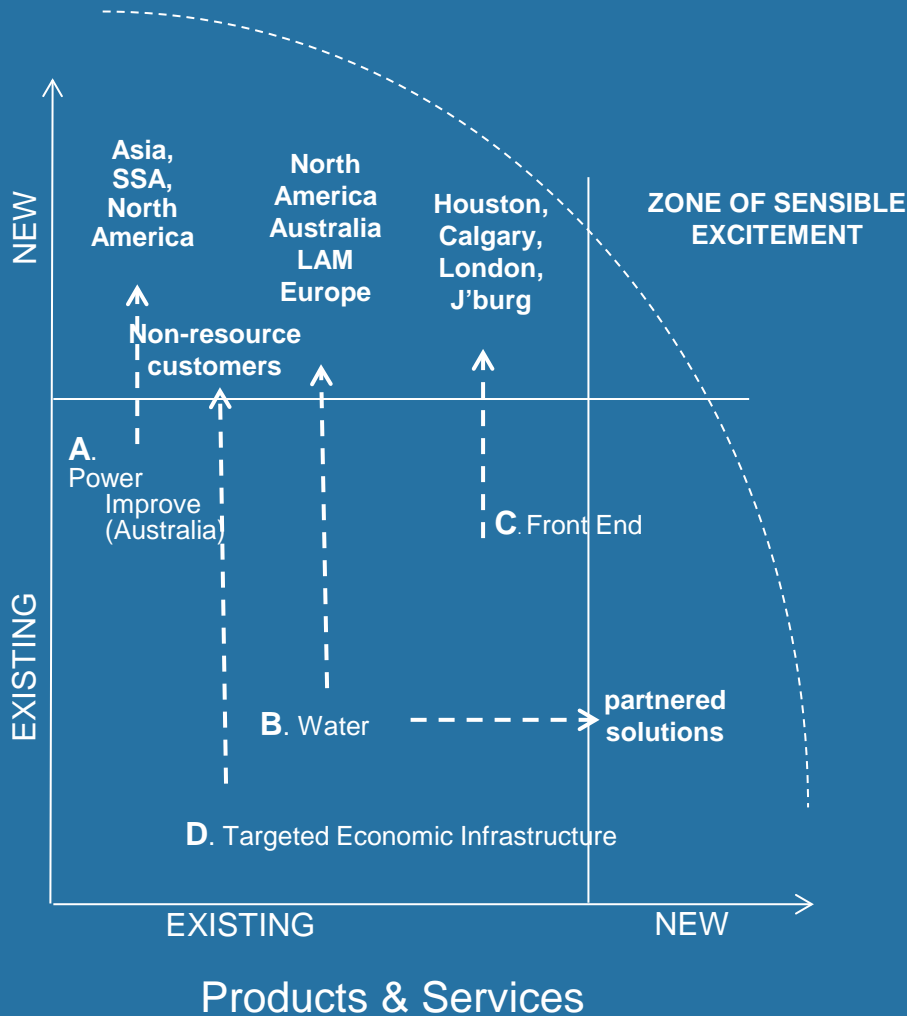


Infrastructure strategic focus



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- A. Power Improve**
- B. Water**
- C. Expanded Select**
- D. Targeted Non-resource**



Horizon 3



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Our new ventures - Digital Enterprise and Advisian



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Digital Enterprise



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► The DE **roadmap**

- Facilitate the digitisation of our customer's businesses enhancing capital efficiency through the build and optimisation of digital assets

► Four step framework

1. Create a common data platform or digital architecture for an asset
2. Apply data analytics and visualisation
3. Real time support and analysis
4. Advanced optimisation

***Taking on the capital
efficiency challenge in the
digital age***

***Melbourne Mining Club, 3
July 2014***



Our Advisory business

- ▶ A highly valued global advisory business
- ▶ Combines strategic and business thinking and domain knowledge with the broad and deep technical and delivery capabilities within WorleyParsons to solve our customers most challenging problems
- ▶ Will help customers with technically or logistically complex assets release greater value from discrete assets, operating business and asset portfolios
- ▶ Allows WorleyParsons to bring greater value to all of its customers



Advisian



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High calibre leadership



- ▶ Dennis Finn joins WorleyParsons as the CEO of Advisian
- ▶ Dennis brings a wealth of experience and a strong background in global strategy, transformational change and high impact customer focused interventions



EcoNomics



Announcement of MTG acquisition



- Founded in 1983, MTG is a global operational consulting firm focused on the oil & gas, petrochemicals and chemical industries
- MTG helps clients accelerate the delivery of financial and operational improvements
- Over 100 consultants with an average of 20 years experience
- MTG has completed over 500 projects across North America, Canada and Europe
- Individual projects have delivered between US\$20m and US\$200m in annual savings or growth for our customers



Strategy summary



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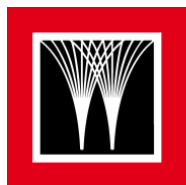
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Questions

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