Appendix 4E

Year Ended 30 June 2026

Worley Limited
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Results for announcement to the market[1]

STATUTORY RESULT

	CONSOLIDATED 30 JUNE 2026 $'M	30 JUNE 2025 $'M	CHANGE $'M	CHANGE %
Revenue and other income	10,714	11,239	(525)	(5)
Earnings before interest, tax and amortization (EBITA)[2]	614	823	(209)	(25)
Profit before income tax expense	417	646	(229)	(35)
NPATA attributable to members of Worley Limited[3]	306	475	(169)	(36)
Profit after income tax expense attributable to members of Worley Limited	238	409	(171)	(42)
EBITA margin on aggregated revenue[4]	5.1%	6.8%	-	(1.7)pp
EBITA margin (excluding gain/loss on disposal group held for sale) on aggregated revenue	5.0%	6.9%	-	(1.9)pp
Operating cash flow	401	741	(340)	(46)

	CONSOLIDATED 30 JUNE 2026 CENTS	30 JUNE 2025 CENTS	CHANGE CENTS	CHANGE %
Basic earnings per share	47.1	77.6	(30.5)	(39)
Diluted earnings per share	46.8	77.1	(30.3)	(39)

UNDERLYING RESULT

The costs in relation to transformation and business restructuring activities and the associated tax impacts have been excluded from the underlying result for the period ended 30 June 2026. The directors consider underlying result information important in understanding the ongoing performance of the Company by excluding selected one-off significant items and the amortization of acquired intangible assets.

	CONSOLIDATED 30 JUNE 2026 $M	30 JUNE 2025 $'M	CHANGE $'M	CHANGE %
Aggregated revenue	12,023	12,050	(27)	-
EBITA[2]	734	823	(89)	(11)
EBITA margin on aggregated revenue[4]	6.1%	6.8%	-	(0.7)pp
EBITA margin on aggregated revenue (excluding procurement revenue at margin)[5]	9.0%	9.2%	-	(0.2)pp
NPATA attributable to members of Worley Limited	395	475	(80)	(17)

	CONSOLIDATED 30 JUNE 2026 CENTS	30 JUNE 2025 CENTS	CHANGE CENTS	CHANGE %
Basic earnings per share[6]	78.2	90.2	(12.0)	(13)

[1] Statutory financial information contained within the Appendix 4E has been derived from the 30 June 2026 Annual Report which has been audited by PricewaterhouseCoopers ('PWC'). However, this Appendix 4E has not been audited.

[2] EBITA is defined as earnings before interest, tax and amortization of intangible assets acquired through business combinations.

[3] NPATA is defined as net profit after tax and before amortization of intangible assets acquired through business combinations.

[4] Aggregated revenue is defined per "Aggregated Revenue Result" section on page 2 of Appendix 4E.

[5] The Group delivers value to customers by providing engineering and construction expertise. In delivering such services, the Group will procure goods or services and earn margin on the subsequent sale to customers. Procurement at margin is considered a key value-added service which would not occur without the engineering or construction services. EBITA margin on aggregated revenue (excluding procurement revenue at margin) is calculated as Underlying EBITA / (aggregated revenue less procurement revenue at margin).

[6] Basic underlying earnings per share are calculated on NPATA basis.

RECONCILIATION OF STATUTORY PROFIT/(LOSS) AFTER INCOME TAX EXPENSE TO UNDERLYING PROFIT AFTER INCOME TAX AND BEFORE AMORTIZATION[1]

	CONSOLIDATED	
	30 JUNE 2026 $'M	30 JUNE 2025 $'M
Profit after income tax expense attributable to members of Worley Limited	**238**	**409**
Transformation and business restructuring	120	-
Net tax expense on items excluded from underlying results	(31)	-
Underlying profit after income tax expense attributable to members of Worley Limited	327	409
Amortization of intangible assets acquired through business combinations	89	86
Tax effect on amortization of intangible assets acquired through business combinations	(21)	(20)
Underlying NPATA attributable to members of Worley Limited	**395**	**475**

AGGREGATED REVENUE RESULT

Aggregated revenue is defined as statutory revenue and other income plus share of revenue from associates, less procurement revenue at nil margin and interest income. The Directors of Worley Limited believe that this disclosure provides additional information in relation to the financial performance of Worley Limited Group.

	CONSOLIDATED			
	30 JUNE 2026 $'M	30 JUNE 2025 $'M	CHANGE $'M	CHANGE %
Statutory revenue and other income	10,714	11,239	(525)	(5)
Add: share of revenue from associates	1,590	1,543	47	3
Less: procurement revenue at nil margin	(265)	(721)	456	(63)
Revenue excluding procurement revenue at nil margin	12,039	12,061	(22)	-
Less: interest income	(16)	(11)	5	45
Aggregated revenue	12,023	12,050	(27)	-
Less: procurement revenue at margin	(3,830)	(3,086)	(744)	24
Aggregated revenue (excluding procurement revenue at margin)	8,193	8,964	(771)	(9)

DIVIDEND

	AMOUNT PER SHARE
Interim dividend (cents per share)	25.0
Proposed final dividend (cents per share)	25.0
Record date for determining entitlement to final dividend	2 September 2026
Date dividend is to be paid	30 September 2026

The directors have resolved to pay a final dividend of 25.0 cents per fully paid ordinary share, including exchangeable shares, unfranked (2025: 25.0 cents per share, unfranked). The Company will make total dividend payments of 50.0 cents per share for the financial year ended 30 June 2026 (2025: 50.0 cents per share, unfranked).

1 The directors consider underlying profit information important in understanding the ongoing performance of the Company by excluding selected one-off significant items and amortization of intangible assets acquired through business combinations. During FY2026, costs relating to transformation and business restructuring activities have been excluded from the underlying result.

NET ASSETS PER SHARE

	CONSOLIDATED	
	30 JUNE 2026 $	30 JUNE 2025 $
Net assets per share	9.99	11.00
Net tangible liabilities per share[1]	(1.24)	(0.58)

Further information on the results of operations is included in the media release and in the 2026 Annual Financial Report dated 26 August 2026 accompanying this Appendix 4E.

[1] Right of use assets recognized under AASB 16 *Leases* are included in the net tangible liabilities per share calculation as at 30 June 2026 consistent with 30 June 2025.