



Announcement Summary

Entity name

WORLEY LIMITED

Date of this announcement

Friday May 22, 2026

The +securities the subject of this notification are:

+Other securities issued under an +employee incentive scheme that are not intended to be quoted on ASX

Total number of +securities to be issued/transferred

| ASX +security code | Security description | Total number of +securities to be issued/transferred | Issue date |
|---------------------------|-----------------------------|---|-------------------|
| WORAI | PERFORMANCE RIGHTS | 106,630 | 12/05/2026 |

Refer to next page for full details of the announcement



Part 1 - Entity and announcement details

1.1 Name of entity

WORLEY LIMITED

We (the entity named above) give notice of the issue, conversion or payment up of the following unquoted +securities.

1.2 Registered number type

ABN

Registration number

17096090158

1.3 ASX issuer code

WOR

1.4 The announcement is

New announcement

1.5 Date of this announcement

22/5/2026



Part 2 - Issue details

2.1 The +securities the subject of this notification are:

+Other securities issued under an +employee incentive scheme that are not intended to be quoted on ASX

2.2a This notification is given in relation to an issue of +securities in a class which is not quoted on ASX and which:

has an existing ASX security code ("existing class")



Part 3B - number and type of +securities the subject of this notification (existing class) where issue has not previously been notified to ASX in an Appendix 3B

ASX +security code and description

WORAI : PERFORMANCE RIGHTS

Date the +securities the subject of this notification were issued

12/5/2026

Will these +securities rank equally in all respects from their issue date with the existing issued +securities in that class

Yes

Were any of the +securities issued to +key management personnel (KMP) or an +associate?

No

Please provide a URL link for a document lodged with ASX detailing the terms of the +employee incentive scheme or a summary of the terms

Each right is an entitlement to receive one fully paid ordinary share in the Company, subject to the satisfaction of applicable vesting conditions.

Please refer to pages 67-69 and 71 of the Company's 2025 Annual Report for further information (accessible at <https://www.worley.com/-/media/files/worley/investors/results-and-presentations/2025/wor-annual-report-2025.pdf>).

Any other information the entity wishes to provide about the +securities the subject of this notification

The rights are issued in accordance with the terms of the Worley Limited Employee Share Plan as part of the Company's employee equity incentive arrangements.

Issue details

Number of +securities

106,630

Part 4 - +Securities on issue

Following the issue, conversion or payment up of the +securities the subject of this notification, the +securities of the entity will comprise:

The figures in parts 4.1 and 4.2 below are automatically generated and may not reflect the entity's current issued capital if other Appendix 2A, Appendix 3G or Appendix 3H forms are currently with ASX for processing.

4.1 Quoted +securities (Total number of each +class of +securities issued and quoted on ASX)

| ASX +security code and description | Total number of +securities on issue |
|---|---|
| WOR : ORDINARY FULLY PAID | 490,022,633 |

4.2 Unquoted +securities (Total number of each +class of +securities issued but not quoted on ASX)

| ASX +security code and description | Total number of +securities on issue |
|---|---|
| WORAI : PERFORMANCE RIGHTS | 7,941,082 |
| WORAK : SPECIAL VOTING SHARE | 1 |



Part 5 - Other Listing Rule requirements

5.1 Were the +securities issued under an exception in Listing Rule 7.2 and therefore the issue did not need any security holder approval under Listing Rule 7.1?

Yes

5.1a Select the number of the applicable exception in Listing Rule 7.2

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