ASX ANNOUNCEMENT

2026 Annual General Meeting | Chair Address and Management Presentation

Thursday, 26 November 2026

In accordance with ASX Listing Rule 3.13.3, **Wrkr Ltd** (ASX: WRK) (**Company**) attaches the address to be delivered by Ms Emma Dobson, Chair as well as Management's Presentation to be delivered by Mr Trent Lund, Managing Director and Chief Executive Officer, and Ms Karen Gilmour, Chief Financial Officer, at its 2026 Annual General Meeting being held today at 11:00 am (AEDT).

This announcement was approved and authorised for release by Wrkr Ltd's Board of Directors.

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2026 Annual General Meeting
Thursday, 26 November 2026
Chair's Address

Ladies and gentlemen, the 2026 financial year was the year Wrkr moved from building its platform to running it live, at national scale.

When we met at last year's AGM, the Board was clear about the priority: be ready for the Payday Super reforms and begin converting our contracted pipeline into live, recurring revenue. I am pleased to report that we delivered on that commitment.

Payday Super commenced on 1 July 2026, and all six MUFG Retirement Solutions (MUFG) administered funds (Funds) contracted with Wrkr went live on the Wrkr platform. By 21 October 2026, 2.64 million users across more than 71,000 organisations were live, with 1.41 million tax file numbers receiving contributions.

We have worked alongside those six funds and payroll clients through one of the most significant changes to the superannuation system in a generation – new payment methods, tighter payment and error-return timeframes, and contributions aligned to every pay cycle. That is a credit to our team, the Funds and to our partners at MUFG Retirement Solutions.

During the year the Board took a number of steps to strengthen both the balance sheet and the platform.

In August 2025 we completed a $15.0 million placement at 9 cents per share to build onboarding capacity ahead of Payday Super.

In February 2026 we completed the acquisition of PaidRight, adding payroll compliance and assurance capability.

In July 2026 we completed a $10.0 million placement at 7.5 cents per share, followed by a Share Purchase Plan that raised a further $2.0 million in August. In total, around $27 million of new equity was raised between August 2025 and August 2026. I would like to thank both new and existing shareholders for their support.

The Board's approach to capital allocation remains disciplined: we invest where there is a clear line of sight to recurring revenue, while preserving the resilience of the balance sheet.

On governance. Duncan McLennan joined the Board in July 2025 and chairs our Audit, Risk and Compliance Committee. In August 2026 Daniel Petravicius was appointed Company Secretary, and I thank Jillian McGregor for her service in that role.

The Board's focus in the year ahead is threefold.

First, oversight of execution. Holding management to account for converting targeted volumes into annual recurring revenue.

Second, risk and resilience. As volumes and our involvement in the ecosystem has scaled, the Board has prioritised system integrity through fraud prevention, cyber security and operational resilience. We maintain ISO 27001 certification and SOC 2 compliance, are accredited by the Gateway Network Governance Body to operate on the Superannuation Transaction Network. Wrkr actively contributes at a policy and industry level.

Third, executive incentives are aligned to shareholder outcomes.

In closing, I thank the Wrkr team, whose dedication carried the business through an extraordinary year; our partners and customers; my fellow directors; and you, our shareholders, for your continued support.

-END-

2026 Annual General Meeting



Wrkr Ltd (ASX:WRK)

26 November 2026
Emma Dobson, Chair · Karen Gilmour CFO · Trent Lund, CEO
Sydney · 11:00am AEDT

Important notice

This presentation has been prepared by Wrkr Ltd (ACN 611 202 414) for its 2026 Annual General Meeting. It should be read with the 2026 Annual Report and the Company's other announcements lodged with the ASX. Financial information for periods after 30 June 2026 is unaudited.

Certain measures, including EBITDA and estimated ARR, are non-IFRS financial information under ASIC Regulatory Guide 230. They do not have a standardised meaning under AAS or IFRS and should not be construed as an alternative to measures determined in accordance with AAS or IFRS.

This presentation contains forward-looking statements that are subject to risks, uncertainties and assumptions, including the timing of fund migrations and employer adoption. Actual results may vary materially. Except as required by law, Wrkr Ltd assumes no obligation to update or correct this information.

This presentation is general information only. It is not financial product advice or a recommendation to acquire Wrkr securities. Fund pipeline opportunities are not forecasts; any engagement is subject to each Fund's own commercial decisions.



01

Chair's address

FY26: from platform build to live execution

All six MUFG Retirement Solutions (MUFG) administered funds contracted to the Wrkr Platform live for Payday Super

2.64m users (unique TFNs) live on the Wrkr platform

71.1k organisations registered on the platform

1.41m users (unique TFNs) receiving contributions

Figures as disclosed on 30 October 2026 in the Q1 FY27 Appendix 4C and Quarterly Activity Report

Capital and strategic initiatives

Aug 2025

$15.0m placement

166.7m shares at $0.09 to build onboarding capacity ahead of Payday Super

Feb 2026

PaidRight acquired

Adds payroll compliance and assurance capability to the Wrkr platform

Jul 2026

$10.0m placement

133.3m shares at $0.075. Ratification is sought under Resolution 6

Aug 2026

$2.0m Share Purchase Plan

26.6m shares issued to eligible shareholders

Governance and Board focus



Board renewal

Duncan McLennan joined in July 2025 and chairs the Audit, Risk & Compliance Committee. Paul Collins stands for re-election under Resolution 2.



Execution

Holding management to account for converting targeted volumes into annual recurring revenue (ARR).



Risk and resilience

Fraud prevention, cyber security and operational resilience as transaction volumes scale.



Remuneration

Executive incentives linked to financial and non-financial objectives.

Your Board: Emma Dobson (Chair) · Trent Lund (MD & CEO) · Paul Collins · Duncan McLennan



02

CFO's address

FY26 financial results

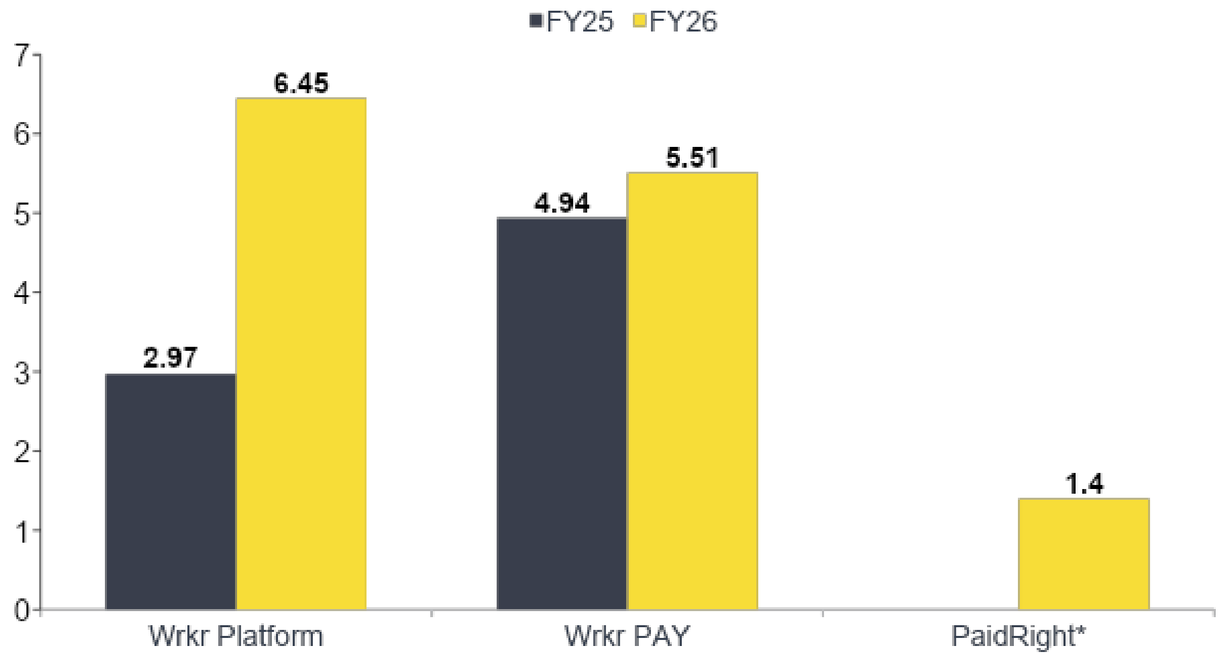
$16.2m revenue from continuing operations, up 52.6% on FY25 (audited)

Metric	FY25	FY26	Change
Service fees revenue	$8.0m	**$13.4m**	**+67.5%**
Revenue from continuing operations	$10.6m	**$16.2m**	**+52.6%**
Receipts from customers	$9.9m	**$18.2m**	**+83.2%**
EBITDA*	($0.3m)	**($6.0m)**	**($5.7m)**
Statutory loss after tax	($2.6m)	**($8.4m)**	**($5.8m)**
Net operating cash flow	$0.4m	**($1.6m)**	**($2.0m)**
Cash at 30 June	$5.7m	**$10.2m**	**+78.0%**

*EBITDA is non-IFRS and unaudited, reconciled to statutory loss in the Directors' Report. Source: 2026 Annual Report, audited financial statements.

Revenue mix and cost base

Service fees revenue by product line ($m)



*PaidRight acquired 5 February 2026. 67% of FY26 service fees were recognised over time.

Operating cost base

Employee benefits **$12.6m**

FY25 $6.8m: team built to run the platform at scale, incl. PaidRight

Subcontractors **$2.3m**

FY25 nil: data migration and hypercare, winding down in FY27

Software subscriptions **$2.1m**

FY25 $0.3m: platform scaled for Payday Super volumes

Transaction costs **$1.8m**

FY25 $1.6m: payment processing for Wrkr PAY

Depreciation and amortisation **$3.2m**

FY25 $2.7m: non-cash, mainly capitalised software

Balance sheet and cash flow

$10.2m

Cash at 30 June 2026, up from $5.7m

$37.6m

Net assets, more than double FY25's $17.7m

$31.5m

Intangibles, including platform development and PaidRight

$127.8m

Client funds held on trust, up from $49.3m

FY26 cash flow: $5.7m opening to $10.2m closing

Operating ($1.6m)

Record receipts of $18.2m, against $20.3m paid to suppliers and employees

Investing ($7.6m)

$8.0m capitalised platform development, partly offset by $1.2m cash acquired with PaidRight

Financing +$13.7m

$15.0m August 2025 placement, less issue costs

Source: 2026 Annual Report, audited financial statements. Client trust funds are held for customers, are not available to the Group, and carry an equal liability.



03

MD & CEO's address

The market for Wrkr services at a glance

~$3.7b

Total addressable market, with ~$700m immediately addressable

$1.7b

Super, with $300m immediately addressable

$1.5b

Pay, with $250m immediately addressable

$500m

Credentials, with $120m immediately addressable

Our super footprint: compliance from hire to retire

Leading funds

6 of the 10 largest APRA-regulated funds use the Wrkr platform

Employers and members

Targeting 5m employees across 111,000 employers

Payroll connectivity

More than 28 payroll systems connected

Figures estimated based on Wrkr's average pricing model applied to industry figures and statistics. 1. APRA Annual Super Bulletin & Quarterly Superannuation Statistics (apra.gov.au, Jun 2025); ATO SMSF quarterly statistical report (ato.gov.au, Jun 2025). 2. abs.gov.au Labour Force Australia (May 2026); ACIC Annual Report 2024-2025; Data NSW Annual Report Apr 2026; education.gov.au.

Q1 FY27 key metrics

$2.57bn processed in Q1 FY27, against $3.98bn for the whole of FY26

Metric	30 Jun (Q4)	30 Sep (Q1)	Growth	21 Oct
Active organisations	31.8k	**67.0k**	**+111%**	71.1k
Registered TFNs	1.60m	**2.43m**	**+53%**	2.64m
Contributing TFNs	0.42m	**1.23m**	**+193%**	1.41m
Activation	26.1%	**50.7%**	**+94%**	53.4%
Organisations as % of 111k contracted	29%	**60%**	**+107%**	64%
ARR*	$13.4m	**$17.0m**	**+27%**	N/A

1. Estimated ARR: last month of the quarter's recurring revenue multiplied by 12. The 30 Sep figure is unaudited.

Q1 Operational highlights



Hypercare at scale

33,000+ new entities onboarded across six funds, DSPs and payrolls through KYB, KYC, identity and bank checks



Payday Super enhancements

Payment timing, ATO stapling checks and member verification with MUFG's Aaspire



Complex employers

Payment splitting for franchise groups, plus tailored, select and defined-benefit plans



Fraud monitoring

Enhanced protection of employer payments, with a refined onboarding flow that keeps security intact



NPP PayID on Wrkr PAY

Instant payments launched, with cost recovery built into the commercial model



PaidRight

Real-time Better Off Overall Test (BOOT) checks in the pay precision API.

Path to gateway revenue

Nov 2026

STN to Fund processing commences

Wrkr begins processing contribution messages from the SuperStream Transaction Network into the MUFG funds

Q2 FY27

MUFG systems read-only

Funds move existing systems to read-only, the first stage of decommissioning

Feb 2027

STN cutover completed for 6 MUFG funds

STN cutover into the MUFG funds expected to be completed

2H 2027

Expand STN to Fund footprint

Increase services (eg; rollovers) and offer to wider Fund audience

50%+ of expected transactional revenue comes from STN to Fund processing

FY27 priorities

Revenue triggers

STN to Fund phased in from November, complex employer features delivered, and a refined onboarding flow. October was our largest month of user adoption to date.

Lower costs

Removing Q1 contractors through Q2, winding down hypercare and migration subcontractors, and rationalising development and test environments.

Fund pipeline

Progressing opportunities with Funds both within and outside the MUFG relationship.

Non-Fund channels

Workday and SAP customers awaiting UAT with pilot clients, and 40+ enterprises exploring direct purchase.

Q3 and Q4 FY27: benefit from planned cost reductions and significantly improved transaction revenue

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