

ASSOCIATED BRITISH ENGINEERING PLC

NOTICE OF MEETING

Notice is hereby given that this year's Annual General Meeting of Associated British Engineering plc will be held at 61-65 Church Street, Harston, Cambridge, CB22 7NP on Tuesday 24th March 2026 at 11.00 am for the purpose of transacting the following business:

ORDINARY BUSINESS

1. To receive and adopt the directors' report and accounts for the period ended 30th September 2025 (Resolution 1).
2. To re-elect Mr Rupert Pearce Gould as a director following his retirement by rotation in accordance with the Company's articles of association (Resolution 2).
3. To appoint RPG Crouch Chapman LLP of 40 Gracechurch Street, London EC3V 0BT as auditors of the Company, to hold office until the conclusion of the next annual general meeting at which accounts are laid before the Company and that their remuneration be fixed by the directors (Resolution 3).
4. To approve on an advisory basis the Directors' Remuneration Report contained in the annual report including the Company's remuneration policy for directors and the level of directors' remuneration disclosed therein (Resolution 4).

SPECIAL BUSINESS

As special business, to consider and, if thought fit, pass the following resolutions, which will be proposed as ordinary and special resolutions of the Company.

5. Ordinary Resolution – *Authority to allot shares (Section 551)*

That the Directors be generally and unconditionally authorised in accordance with section 551 of the Companies Act 2006 (the "Act") to allot shares of nominal value 2.5 pence per share in the Company up to an aggregate nominal amount of £10,244.95 representing approximately 20 per cent of the total Ordinary share capital, provided that this authority shall expire 18 months from the date that this resolution is passed, or at the conclusion of the next Annual General Meeting, whichever is earlier, but so that the Company may, before the expiry of such period, make an offer or agreement which would or might require shares to be allotted after the expiry of such period and the Directors may allot shares pursuant to such offer or agreement as if the authority had not expired. (Resolution 5).

6. Special Resolution – *Authority for the disapplication of pre-emption rights*

That the Directors be empowered, pursuant to section 570 of the Act, to allot equity securities (within the meaning of section 560 of the Act) for cash pursuant to the authority conferred by resolution number 5 and/or sell ordinary shares held by the Company as treasury shares for cash as if section 561(1) of the Act did not apply to any such allotment sale.

Under this power the Directors may impose any limits or restrictions and make any arrangements which they deem necessary or expedient to deal with any treasury shares, fractional entitlements, record dates, legal, regulatory or practical problems in, or laws of, any territory or other matter, arising under the laws of, or the requirements of any recognised regulatory body or any stock exchange in, any territory or any other matter.

This power shall expire 15 months from the date that this resolution is passed or, if earlier, the conclusion of the next Annual General Meeting of the Company, save that the Company may, before such expiry, make an offer or agreement which would or might require equity securities to be allotted after such expiry and the Directors may allot equity securities in pursuance of any such offer or agreement as if this power had not expired. (Resolution 6).

7. **Special Resolution** – *Addition to Articles*

That with effect from the conclusion of the meeting the articles of association of the Company be amended by the addition of the following new heading and article 142A after article 142:

“ACQUISITIONS

142A ACQUISITIONS

The company will cease operations on 29 July 2027 (or such later date as has been agreed by shareholders in accordance with UK Listing Rules (UKLRs) applicable at that time, if the company has

- i) not surrendered its listing such that the UK Listing Rules (UKLRs) no longer apply; and
- ii) not completed an initial transaction; and
- iii) not announced or agreed to announce an initial transaction as set out in the rules for shell companies being applied by the Financial Conduct Authority (FCA).”

(Resolution 7).

On behalf of the Board

Rupert Pearce Gould
Director

Date 26th February 2026

Associated British Engineering plc
61-65 Church Street
Harston
Cambridge
CB22 7NP

This document is important and requires your immediate attention. If you are in any doubt about the action you should take, you should consult an appropriate independent financial adviser. If you have recently sold or transferred your shares in the Company you should forward this document to your bank, stockbroker or other agent through whom the sale or transfer was effected for transmission to the purchaser or transferee.

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Notes:

1. To be entitled to attend and vote at the meeting (and for the purposes of determination by the Company of the number of votes cast) shareholders must be entered on the register of members of the company at close of business on Friday 20th March 2026 (or, if the meeting is adjourned, at close of business on the date which is two days before the day of the adjourned meeting). Changes to the register of members after the relevant deadline shall be disregarded in determining the rights of any person to attend and vote at the meeting or adjourned meeting.
2. As at 25th February 2026 (being the latest practicable date prior to the publication of this notice), the Company's

Ordinary Shares

2,048,990 shares of £0.025 each.

Each holder of ordinary shares is entitled to vote on a resolution, on a show of hands or poll, if present in person or by proxy, and has one vote for every ordinary share held by him.

Deferred Shares

1,313,427 shares of £1.975 each.

The deferred shares carry no right to vote at a general meeting of the shareholders of the Company.

3. A member of the company entitled to attend and vote at the meeting may appoint one or more proxies to attend, speak and vote at a meeting. Where more than one proxy is appointed, each proxy must be appointed for different shares. You may not appoint more than one proxy to exercise rights attached to any one share. A proxy need not be a member of the Company.
4. Proxy forms to be effective at the meeting must be deposited at the offices of the Company's registrars: Computershare Investor Services PLC, The Pavilions, Bridgwater Road, Bristol, BS99 6ZY; not later than 11.00 am on 20th March 2026. Appointment of a proxy will not preclude a member from attending and voting in person at the annual general meeting.
5. In the case of joint holders, where more than one of the joint holders purports to appoint a proxy, only the appointment submitted by the most senior holder will be accepted. Seniority is determined by the order in which the names of the joint holders appear in the Company's register of members in respect of the joint holding (the first-named being the most senior).
6. Shareholders may vote electronically, by no later than 11.00 am on 20th March 2026 by visiting www.investorcentre.co.uk/eproxy. You will be asked to enter the Shareholder Reference Number (SRN), Control Number and PIN shown on your proxy card or email communication and agree to certain terms and conditions.
7. CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so for the annual general meeting and any adjournment thereof by using the procedures described in the CREST Manual. CREST personal members or other CREST sponsored members and those CREST members who have appointed a voting service provider should refer to their CREST sponsor or voting service provider, who will be able to take the appropriate action on their behalf. In order for a proxy appointment or instruction made using the CREST service to be valid, the appropriate CREST message (a "CREST Proxy Instruction") must be properly authenticated in accordance with Euroclear's specifications and must contain the information required for such instructions, as described in the CREST Manual. All messages relating to the appointment of a proxy or an instruction to a previously appointed proxy must be transmitted so as to be received by the Company's registrars: Computershare Investor Services PLC CREST ID: 3RA50 by no later than 11.00 am on 20th March 2026. It is the responsibility of the CREST member concerned to take such action as shall be necessary to ensure that a message is transmitted by means of the CREST system by any particular time. In this connection, CREST members and, where applicable, their CREST sponsors or voting service providers are referred, in particular, to those sections of the CREST Manual concerning practical limitations of the CREST system and timings. The company may treat a CREST Proxy Instruction as invalid in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.

8. The statement of the rights of shareholders in relation to the appointment of proxies does not apply to a person who receives this notice of general meeting as a person nominated to enjoy “information rights” under section 146 of the Companies Act 2006. If you have been sent this notice of meeting because you are such a nominated person the following statements apply: (i) you may have a right under an agreement between you and the registered shareholder by whom you were nominated to be appointed (or to have someone else appointed) as a proxy for this general meeting and (ii) if you have no such a right, or do not wish to exercise it, you may have a right under such an agreement to give instructions to that registered shareholder as to the exercise of voting rights. Nominated persons should contact the registered member by whom they were nominated in respect of these arrangements.
9. A shareholder of the Company which is a corporation may authorise a person or persons to act as its representative(s) at the general meeting. In accordance with the provisions of the Companies Act 2006, each such representative may exercise (on behalf of the corporation) the same powers as the corporation could exercise if it were an individual shareholder of the Company, provided that they do not do so in relation to the same shares. It is no longer necessary to nominate a designated corporate representative.
10. Corporate members are referred to the guidance issued by the Institute of Chartered Secretaries and Administrators on proxies and corporate representatives – www.icsa.org.uk – for further details of this procedure.
11. Members satisfying the requirements of section 527 of the Companies Act 2006 may require the Company to publish on a website a statement by them (at the Company’s cost) relating to the audit of the Company’s accounts which are being laid before this meeting (including the auditor’s report and the conduct of the audit) or, where applicable, any circumstances connected with an auditor of the Company ceasing to hold office since the previous general meeting at which accounts were laid. As at 25th February 2026, no such statement has been received by the Company. Should such a statement be received, it will be published on the Company’s website at www.abepc.co.uk. In those circumstances the Company would be under an obligation to forward a copy of the statement to the auditors forthwith and the statement would form part of the business which may be dealt with at this meeting.
12. Any member attending the meeting has the right to ask questions. The Company must cause to be answered any such questions relating to the business being dealt with at the meeting but no such answer need be given if (a) to do so would interfere unduly with the preparation of the meeting or involve the disclosure of confidential information, (b) the answer has already been given on a website in the form of an answer to a question, or (c) it is undesirable in the interests of the Company or the good order of the meeting that the question be answered.
13. The following documents are available for inspection by members at the registered office of the Company during normal business hours (except Bank Holidays) and at the place of the meeting not less than 15 minutes prior to and during the meeting:
 - (a) The register of directors’ interests, showing any transactions of directors and of their families in the securities of the company;
 - (b) Copies of the Director’s service agreements and letters of appointment.
14. A copy of this notice and the other information required by section 311A of the Companies Act 2006 can be found at www.abepc.co.uk