



Annual General Meeting

3 March 2026

Proxy Form

Notice of Availability – important, please read carefully:

You can now access the 2025 Annual Report and Accounts and Notice of Annual General Meeting at:

nccgroupplc.com/investor-relations/results-media/

Full name:

Address:

I/We, being a member/members of NCC Group plc, hereby appoint the Chair of the meeting or

to act as my/our proxy Indicate number of shares if not full voting entitlement (see Note 1).

at NCC Group plc's Annual General Meeting to be held at 1.00 pm on 3 March 2026 at the offices of NCC Group plc, XYZ Building, 2 Hardman Boulevard, Spinningfields, Manchester M3 3AQ and at any adjournment thereof, and to vote as indicated below.

Please tick here if this proxy appointment is one of multiple appointments being made: ☐

For the appointment of more than one proxy, please refer to Note 1.

Resolutions	For	Against	Vote withheld
1. To receive the report and accounts for the financial year ended 30 September 2025			
2. To approve the Directors' Remuneration Report (other than the part containing the Directors' Remuneration Policy) for the financial year ended 30 September 2025			
3. To declare a final dividend of 3.15p per share			
4. To reappoint PwC LLP as auditor			
5. To authorise the Audit Committee to determine the auditor's remuneration			
6. To re-elect Mike Maddison as a Director			
7. To re-elect Chris Stone as a Director			
8. To re-elect Julie Chakraverty as a Director			
9. To re-elect Jennifer Duvalier as a Director			
10. To re-elect Mike Ettling as a Director			
11. To re-elect Guy Ellis as a Director			
12. To re-elect Lynn Fordham as a Director			
13. To authorise the Directors to allot shares			
14. To authorise the Directors to disapply pre-emption rights over up to 10% of the issued share capital			
15. To authorise the Directors to disapply pre-emption rights over an additional 10% of the issued share capital in relation to an acquisition or other capital investment			
16. To authorise the purchase of own shares pursuant to section 701 of the Companies Act 2006			
17. To reduce the notice period required for general meetings			
18. To authorise the making of political donations and incurring political expenditure Please note that it is not the Company's policy to make political donations; the Company has not made a political donation in the past and the Company has no intention either now or in the future of changing its policy or making any political donation or incurring any political expenditure in respect of any political party, political organisation or independent election candidate. This resolution has been put forward to allow the Company to support the community and put forward its views to wider business and government entities without running the risk of being in inadvertent breach of the law			
19. To approve the adoption of NCC Group plc's new Articles of Association			

Signature(s)

Date

Notes on how to fill in this Proxy Form

1. You can appoint the Chair of the meeting or anyone else to be your proxy at the Annual General Meeting. You can also, if you wish, appoint more than one proxy, provided that each proxy is appointed to exercise the rights attached to a different share or shares held by you.
 - To appoint more than one proxy, you should photocopy the Proxy Form (or additional Proxy Forms may be obtained by contacting the Company's Registrar). Please indicate in the box next to the proxy holder's name the number of shares in relation to which you authorise them to act as your proxy. If left blank, your proxy will be deemed to be authorised in respect of your full voting entitlement (or if this Proxy Form has been issued in respect of a designated account for a shareholder, the full voting entitlement for that designated account). Please also indicate by marking the box on the Proxy Form if the proxy instruction is one of multiple instructions being given. All Proxy Forms must be signed and should be returned together to the Company's Registrar, Equiniti, at Freepost RTHJ-CLLL-KBKU, Equiniti, Aspect House, Spencer Road, Lancing BN99 8LU.
 - To appoint the Chair as your sole proxy in respect of all your shares, fill in any voting instructions and sign and date the Proxy Form, but leave all other proxy appointment details blank.
 - To appoint a single proxy in respect of all your shares other than the Chair, cross out only the words "the Chair of the meeting or" and write in the name of the person you want to be your proxy. A proxy need not be a member of the Company. Then complete the rest of the Proxy Form.
2. Please mark the appropriate box above "For", "Against" or "Vote withheld" for each resolution in black ink with a tick or mark. The "Vote withheld" option is provided to enable you to abstain on any particular resolution. However, it should be noted that a "Vote withheld" is not a vote in law and will not be counted in the calculation of the proportion of the votes "For" and "Against" a resolution. Your proxy will have discretion on any resolution where you have not given a specific instruction on how to vote or on any other business which may properly come before the meeting.
3. To be valid, your completed Proxy Form must be received by no later than 1.00 pm on Friday 27 February 2026.
4. The full text of the resolutions is set out in the notice calling the meeting.
5. Completion and return of the Proxy Form will not preclude you from attending and voting in person at the meeting should you subsequently decide to do so.
6. If the Proxy Form is signed by someone else on your behalf, evidence of their authority to sign the Proxy Form must be sent with the Proxy Form.
7. In the case of joint holders, the vote of the senior who tenders a vote, whether in person or by proxy, will be accepted to the exclusion of the votes of the other joint holders and for this purpose seniority shall be determined by the order in which the names stand in the register of members.
8. In the case of a corporation, the Proxy Form must be signed as a deed or be appropriately signed by a duly authorised official or officials whose capacity should be stated. The appropriate power of attorney or other authority must be sent with the Proxy Form.
9. As permitted by Regulation 41 of the Uncertificated Securities Regulations 2001, shareholders must be entered on the Company's share register at the close of business on Friday 27 February 2026 in order to be entitled to attend and vote at the Annual General Meeting. Such shareholders may only cast votes in respect of shares held at such time. Changes to entries on the relevant register after that time shall be disregarded in determining the rights of any person to attend or vote at the meeting.