

Babcock International Group PLC

Notice of Annual General Meeting

This document, which contains the notice of the annual general meeting of Babcock International Group PLC (the "Company"), is important and requires your immediate attention. If you are in any doubt about the action to take, please consult an independent financial adviser, who is authorised under the Financial Services and Markets Act 2000 if you are resident in the United Kingdom, or if not, from another appropriately authorised independent financial adviser. If you have sold or transferred all your shares in the Company, please pass this document to the person through whom you made your sale or transfer for forwarding to your purchaser or transferee.

Dear Shareholder

I am pleased to announce that the Company will hold its Annual General Meeting (the "AGM") at Ashurst LLP, Fruit & Wool Exchange, 1 Duval Square, London E1 6PW on Wednesday, 16 September 2026 at 10.30am. The AGM is an important event in our corporate calendar as it provides the Board of Directors with an opportunity to present a review of the Company's performance, update shareholders on the Group's strategic priorities and listen to and respond to shareholder questions.

We set out the proposed resolutions, together with explanatory notes, on pages 2 to 5. Resolutions 18 to 20 will be proposed as special resolutions. All the rest will be proposed as ordinary resolutions. In line with our customary practice, we will hold the vote by a poll rather than on a show of hands, which ensures that we count the votes of shareholders who are not attending in person. Speaking on behalf of the Board of Directors, we encourage shareholders to submit any questions they would like to have answered at the AGM in advance, as this will enable us to respond to as many questions as possible at the AGM. You can do this by email to groupsecretariat@babcockinternational.com. If you attend the AGM, you may also submit questions during the meeting.

Voting

You can vote by proxy by visiting www.babcock-shares.com and following the instructions on that website. You will need to log in to your Babcock share portal or register, if you have not previously done so. To register, you will need your Investor Code, which is on your share certificate or dividend confirmation. Alternatively, to receive a paper form, please contact our Registrar, MUFG Corporate Markets, using the contact details set out in the Important Information for Shareholders on page 7. Our Registrar must receive your vote by 10.30am on Monday, 14 September 2026 or, in the event the AGM is adjourned, not less than 48 hours (excluding non-working days) before the time fixed for the adjourned meeting. Further information on how to appoint a proxy is set out on pages 6 and 7.

Voting by proxy prior to the AGM does not affect your right to attend the AGM and vote in person should you so wish.

Recommendation

Your Directors believe that all of the proposed resolutions are in the best interests of the Company and its shareholders as a whole and unanimously recommend that you vote in favour of all of them, as your Directors intend to do in respect of their own beneficial holdings.

Yours sincerely

Dame Ruth Cairnie DBE

Chair
30 June 2026

Notice of Annual General Meeting

We hereby give notice that Babcock International Group PLC will hold this year's AGM at 10.30am on Wednesday, 16 September 2026 at Ashurst LLP, Fruit & Wool Exchange, 1 Duval Square, London E1 6PW, to consider and, if thought fit, to pass the following resolutions.

Ordinary Resolutions

Annual Report and Financial Statements

1. To receive the audited financial statements of the Company and its subsidiary undertakings (the "Group") for the financial year ended 31 March 2026, together with the Reports of the Directors and of the auditors thereon (the "Company's Annual Report and Financial Statements 2026").

Directors' Remuneration Report

2. To approve the Directors' remuneration report as set out on pages 166 to 179 of the Company's Annual Report and Financial Statements for the financial year ended 31 March 2026.

Final Dividend

3. To declare a final dividend for the financial year ended 31 March 2026 of 5p per ordinary share in the capital of the Company, payable to ordinary shareholders on the register at close of business on Friday, 14 August 2026.

Reappointment of Directors

4. To reappoint Dame Ruth Cairnie DBE as a Director of the Company.
5. To reappoint Carl-Peter Forster as a Director of the Company.
6. To reappoint The Right Honourable, The Lord Parker of Minsmere, GCVO, KCB as a Director of the Company.
7. To reappoint John Ramsay as a Director of the Company.
8. To reappoint Jane Moriarty as a Director of the Company.
9. To reappoint Sir Kevin Smith CBE as a Director of the Company.
10. To reappoint Dr Claudia Natanson MBE as a Director of the Company.
11. To reappoint Aedamar Comiskey as a Director of the Company.
12. To reappoint Harry Holt DSO OBE as a Director of the Company.
13. To reappoint David Mellors as a Director of the Company.

Auditor

14. To reappoint Forvis Mazars LLP as independent auditor of the Company to hold office from the conclusion of the AGM until the conclusion of the next annual general meeting at which accounts are laid before the shareholders.
15. To authorise the Audit Committee (for and on behalf of the Directors of the Company) to set the remuneration of the independent auditor, as they shall in their discretion see fit.

Political Donations and expenditure

16. To resolve that, in accordance with sections 366 and 367 of the Companies Act 2006 (the "2006 Act"), the Company and all companies that are its subsidiaries at any time during the period for which this Resolution 16 is effective are authorised to:
 - (a) make political donations to a political party or to an independent election candidate;
 - (b) make political donations to political organisations other than political parties; and
 - (c) incur any political expenditure,up to an aggregate amount of £100,000, with the amount authorised under each of paragraphs (a) to (c) also being limited to such amount, in each case during the period beginning with the date of the passing of this Resolution 16 and ending on 30 September 2027 or, if sooner, the conclusion of the annual general meeting of the Company in 2027 unless previously renewed, varied or revoked by the Company at a general meeting.

For the purpose of this Resolution 16, 'political donation', 'political party', 'political organisation', 'independent election candidate' and 'political expenditure' are to be construed in accordance with sections 363, 364 and 365 of the 2006 Act.

Authority to Allot

17. To resolve that, in substitution for all such existing authorities, the Directors of the Company be and are hereby generally and unconditionally authorised for the purpose of section 551 of the 2006 Act to exercise all the powers of the Company to allot shares in the Company and grant rights to subscribe for or to convert any security into shares in the Company:
 - (a) up to an aggregate nominal amount equal to £98,089,099.20 (such amount to be reduced by any allotments or grants made under paragraph (b) below in excess of such amount); and
 - (b) comprising equity securities (as defined in section 560(1) of the 2006 Act) up to an aggregate nominal amount of £196,178,198.40 (such amount to be reduced by any allotments or grants made under paragraph (a) above) in connection with a pre-emptive offer (including an offer by way of a rights issue or an open offer),such authorities to apply (unless previously renewed, varied or revoked by the Company in a general meeting) until the end of the Company's next annual general meeting (or, if earlier, until the close of business on 16 December 2027) but, in each case, so that the Company may make offers and enter into agreements before the authority expires which would, or might, require shares to be allotted or rights to subscribe for or to convert any security into shares to be granted after the authority expires and the Directors of the Company may allot shares or grant such rights under any such offer or agreement as if the authority conferred hereby had not expired. References in this Resolution 17 to the nominal amount of rights to subscribe for or to convert any security into shares (including where such rights are referred to as equity securities as defined in section 560(1) of the 2006 Act) are to the nominal amount of shares that may be allotted pursuant to the rights.

Special Resolutions

Disapplication of Pre-emption Rights

18. To resolve that, in substitution for all such existing authorities, and subject to the passing of Resolution 17, the Directors of the Company be and are hereby generally empowered, pursuant to sections 570 and 573 of the 2006 Act, to:

- (a) allot equity securities (as defined in section 560(1) of the 2006 Act) for cash pursuant to the authority conferred by Resolution 17; and/or
- (b) sell ordinary shares (as defined in section 560(1) of the 2006 Act) held by the Company as treasury shares for cash,

in each case, free of the restriction in section 561 of the 2006 Act, provided that such authority shall be limited to:

- (i) the allotment of equity securities and/or sale of treasury shares for cash in connection with or pursuant to an offer of, or invitation to apply for, equity securities (but in the case of an allotment pursuant to the authority granted under paragraph (b) of Resolution 17, by way of a pre-emptive offer (including an offer by way of a rights issue or an open offer) only):
 - A. to ordinary shareholders in proportion (as nearly as may be practicable) to their holdings; and
 - B. to holders of other equity securities, as required by the rights of those securities or, subject to such rights, as the Directors otherwise consider necessary,but subject to such limits, exclusions, restrictions or other arrangements as the Directors of the Company may consider necessary or appropriate to deal with treasury shares, fractional entitlements, record dates, legal, regulatory or practical difficulties which may arise in, or under the laws or regulatory requirements of, any territory or any other matter whatsoever;
- (ii) the allotment of equity securities pursuant to the authority granted by paragraph (a) of Resolution 17 and/or sale of treasury shares for cash (in each case otherwise than in the circumstances set out in paragraph (i) of this Resolution 18), up to an aggregate nominal amount of £29,426,729.40 calculated in the case of equity securities which are rights to subscribe for, or to convert securities into, ordinary shares, by reference to the aggregate nominal amount of relevant shares which may be allotted pursuant to such rights; and
- (iii) the allotment of equity securities or sale of treasury shares (otherwise than under paragraph (i) or paragraph (ii) above) up to a nominal amount equal to 20% of any allotment of equity securities or sale of treasury shares from time to time under paragraph (ii) above, such power to be used only for the purposes of making a follow-on offer which the Board determines to be of a kind contemplated by paragraph 3 of Part 2B of the Statement of Principles on Disapplying Pre-Emption Rights most recently published by the Pre-Emption Group prior to the date of this notice, such authority to apply (unless previously renewed, varied or revoked by the Company in general meeting) until the end of the Company's next annual general meeting (or, if earlier, until the close of business on 16 December 2027) but, in each case,

so that the Company may make offers and enter into agreements before the authority expires which would, or might, require equity securities to be allotted (and/or treasury shares to be sold) after the authority expires and the Directors of the Company may allot equity securities (and/or sell treasury shares) under any such offer or agreement as if the authority conferred hereby had not expired.

Authority to Purchase Own Shares

19. To resolve that the Company be and is hereby generally and unconditionally authorised for the purposes of section 701 of the 2006 Act to make market purchases (within the meaning of section 693(4) of the 2006 Act) of its ordinary shares of 60p each (the "ordinary shares") in the capital of the Company on such terms and in such manner as the Directors of the Company may from time to time determine provided that:

- (a) the maximum number of ordinary shares hereby authorised to be purchased shall be 49,044,549 shares, representing approximately 10% of the issued share capital (excluding treasury shares) of the Company at 25 June 2026 (being the latest practicable date prior to the publication of this notice);
- (b) the price which may be paid for each ordinary share shall not be less than the nominal value thereof exclusive of the expenses of purchase;
- (c) the price which may be paid for each ordinary share (exclusive of the expenses of purchase) shall not exceed the higher of (i) an amount equal to 105% of the average of the middle market quotation for an ordinary share as derived from the London Stock Exchange Daily Official List for the five business days immediately preceding the day on which such ordinary share is contracted to be purchased; and (ii) an amount equal to the higher of the price of an ordinary share quoted for the last independent trade and the highest current independent bid for an ordinary share on the trading venue where the purchase is carried out;
- (d) the authority hereby conferred shall (unless previously renewed, varied or revoked by the Company at a general meeting) expire at the end of the Company's next annual general meeting (or, if earlier, the close of business on 16 December 2027); and
- (e) the Company may, before this authority expires, make a contract to purchase ordinary shares which will or may be executed wholly or partly after the expiry of this authority, and may make purchases of ordinary shares in pursuance of any such contract as if this authority had not expired.

Notice for General Meetings

20. That a general meeting of the Company (other than an annual general meeting) may be called by the Directors of the Company on not less than 14 clear days' notice.

By order of the Board

Jack Borrett

Company Secretary
30 June 2026

Babcock International Group PLC
Registered Office: 33 Wigmore Street, London W1U 1QX
Registered in England and Wales: 02342138

Explanatory Notes to the Resolutions

The shareholders will pass Ordinary Resolutions 1 to 17 if the votes cast for these Resolutions are more than those cast against. The shareholders will pass Special Resolutions 18 to 20 if the votes cast for these Resolutions are 75% or more in favour. The Board considers that all the Resolutions in the notice of the AGM are in the best interests of the Company and its shareholders as a whole. Your Directors unanimously recommend that you vote in favour of them as they intend to do in respect of their own beneficial holdings.

Resolution 1: Report and Accounts

The Directors must lay the Annual Report and Financial Statements before the shareholders at each annual general meeting.

Resolution 2: Directors' Remuneration Report

We are asking shareholders to approve the Directors' remuneration report for the year ended 31 March 2026, which is set out on pages 166 to 179 of the Company's Annual Report and Financial Statements 2026. The vote upon this resolution is advisory. The vote is not specific to individual levels of remuneration and the Directors' entitlement to remuneration is not conditional on it.

Resolution 3: Final Dividend

Shareholder approval is sought for a final dividend for the year ended 31 March 2026 of 5p per ordinary share. If approved at the AGM, this would be paid on Friday, 25 September 2026 to those shareholders on the Company's register of members at close of business on Friday, 14 August 2026.

Resolutions 4 to 13: Reappointment of Directors

In line with article 80 of the Company's articles of association and the provisions of the UK Corporate Governance Code (the "Code"), all Directors will retire at the AGM and stand for reappointment, as proposed in Resolutions 4 to 13. The Directors named in Resolutions 4 to 10 and 13 were all reappointed at last year's annual general meeting.

In terms of Resolutions 11 and 12, the Board appointed Aedamar Comiskey on 1 September 2025 and Harry Holt DSO OBE will join the Board before the AGM, and accordingly, they are standing for reappointment at the AGM. The Nominations Committee led the process of identifying and recommending the appointment of Aedamar and Harry to the Board based on pre-defined criteria of experience, knowledge, skills and (in the case of Aedamar as a non-executive director) independence. More information can be found in the Nominations Committee report on pages 148 and 149 of the Company's Annual Report and Financial Statements 2026.

The Board is satisfied that the individual performance of each Director continues to be effective and demonstrates commitment to his or her role. Their biographical details, which are set out in Appendix 1 to this Notice, demonstrate how the Board has the appropriate balance of skills, experience, independence and knowledge to lead the Company's long-term sustainable success. Accordingly, the Board unanimously recommends their reappointment.

The Board has reviewed the independence of its Non-Executive Directors and has determined that each of them continues to be independent.

Resolutions 14 and 15: Appointment and remuneration of the auditor

On the recommendation of the Audit Committee, the Board is recommending to shareholders the reappointment of Forvis Mazars LLP as external auditor of the Company. If approved, Forvis Mazars LLP will be our external auditor for the year ending 31 March 2027.

In accordance with standard practice, Resolution 15 authorises the Audit Committee, on behalf of the Board, to determine the remuneration of the Company's auditor.

Resolution 16: Political donations and expenditure

We do not make political donations or incur political expenditure within the ordinary meaning of those terms. However, certain activities undertaken in the usual course of business may inadvertently fall within the legal definition of political donation or political expenditure. In line with standard practice, on an annual basis, we ask shareholders to approve on a precautionary basis a limited authority to ensure that the Company does not commit any technical breach of the 2006 Act.

Resolution 17: Authority to Allot

Under section 551 of the 2006 Act, the Directors may only allot shares or grant rights over shares if authorised to do so by shareholders. This resolution seeks authority to allot (a) shares up to an aggregate nominal value of £98,089,099.20 (such amount to be reduced by any allotments or grants made under paragraph (b) in excess of such amount) and (b) equity securities up to an aggregate nominal amount of £196,178,198.40 (such amount to be reduced by any allotments or grants made under paragraph (a)) where the allotment is in connection with a fully pre-emptive offer (including a rights issue or open offer). These amounts represent a maximum of one-third and two-thirds respectively of the total issued ordinary share capital (excluding treasury shares) of the Company as at 25 June 2026*.

This resolution is in accordance with the guidance provided by the Investment Association on the Directors' authority to allot. This guidance permits resolutions seeking authority to allot shares representing up to two-thirds of the Company's issued share capital (excluding treasury shares) if Directors use such authority (that part provided by paragraph (b) of Resolution 17) to allot shares pursuant to a fully pre-emptive offer, including a rights issue or open offer. If granted, this authority will expire at the end of the Company's annual general meeting in 2027 (or, if earlier, the close of business on 16 December 2027). As at 25 June 2026* the Company held 15,151,101 treasury shares, representing approximately 3.09% of the issued ordinary share capital (excluding treasury shares) of the Company.

The Directors have no present intention of exercising the allotment authority sought under Resolution 17 unless required for the allotment of ordinary shares in respect of options and awards under employee share plans. However, the Directors consider it desirable to have the flexibility to use it should opportunities arise. If the Directors do exercise the authority, the Directors intend to follow market best practice as regards its use.

Resolution 18: Disapplication of Pre-emption rights

Under section 561(1) of the 2006 Act, the Company cannot issue ordinary shares for cash until it has first offered them pro rata to existing shareholders.

We are asking shareholders for authority to allot a limited number of shares or equity securities or sell treasury shares otherwise than to existing shareholders pro rata to their holdings. Apart from offers or invitations in proportion to the respective number of shares held, the authority in Resolution 18 will be limited to:

- (a) pre-emptive offers, including rights issues or open offers, and offers to holders of other equity securities if required by the rights of those securities, or as the Board otherwise considers necessary;
- (b) the issue of shares and sales of treasury shares for cash up to a maximum aggregate nominal value of £29,426,729.40 (representing approximately 10% of the Company's issued ordinary share capital (excluding treasury shares) as at 25 June 2026*); and
- (c) allotments or sales up to an additional aggregate nominal amount equal to 20% of any allotments or sales made under (b) above (so a maximum of 2%), such power to be used only for the purposes of making a follow-on offer of a kind contemplated by Part 2B of the Pre-Emption Group's Statement of Principles.

If granted, this authority will expire at the conclusion of the annual general meeting of the Company to be held in 2027, (or, if earlier, the close of business on 16 December 2027). The limits in Resolution 18 are in line with those set out in the Pre-Emption Group's Statement of Principles published in November 2022.

The Directors have no present intention to exercise the powers sought by Resolution 18. If the powers sought by Resolution 18 are used in relation to a non-pre-emptive offer, the Directors confirm their intention to follow the shareholder protections in paragraph 1 of Part 2B of the Pre-Emption Group's Statement of Principles and, where relevant, follow the expected features of a follow-on offer as set out in paragraph 3 of Part 2B of the Pre-Emption Group's Statement of Principles.

Resolution 19: Authority to Purchase Own Shares

If passed, Resolution 19 will renew the general authority for the Company to make market purchases of its own ordinary shares as permitted by the 2006 Act. Many other listed companies have this authority. This resolution specifies the maximum number of shares which the Company may acquire (a maximum of 10% of the Company's issued share capital (excluding treasury shares) as at 25 June 2026*) as well as minimum and maximum prices. If granted, the authority would expire at the conclusion of the annual general meeting of the Company to be held in 2027 (or, if earlier, the close of business on 16 December 2027). The Company would either cancel or hold as treasury shares any shares purchased under this authority. Any shares held in treasury could subsequently be cancelled, sold for cash or transferred under the Company's employee share plans (including under the Company's all-employee share purchase and free share plans).

Consistent with this approach, the Company announced a £200 million share buyback programme on 25 June 2025 which completed on 28 April 2026. All 16,954,061 shares repurchased under the programme were transferred to Treasury. The Company announced a further £200 million share buyback programme on 13 May 2026 which is expected to commence shortly after the date of this notice.

As at 25 June 2026*, the total number of ordinary shares that may be issued on the exercise or vesting of outstanding options or awards under the Company's executive or employee share schemes represented approximately 1.88% of the Company's issued share capital (excluding treasury shares) as at that date. If the authority given by this Resolution 19 was exercised in full and those shares were subsequently cancelled, these options or awards would represent 2.08% of the Company's issued ordinary share capital (excluding treasury shares).

The Directors have no present intention of using this authority other than in connection with the £200 million share buyback programme announced on 13 May 2026. The Directors would only exercise the authority if it is in the best interests of the Company and its shareholders generally to do so and (except in the case of a purchase of own shares to fulfil obligations under the Company's executive or employee share schemes) any purchase could reasonably be expected to result in an increase in earnings per share of the Company (taking into account the relevant factors and circumstances at the time).

Resolution 20: Notice for General Meetings

Authority is sought from shareholders to allow general meetings (other than annual general meetings) to be called on 14 clear days' notice rather than the 21 days otherwise required by section 307A of the 2006 Act. The Company would like to preserve the authority given at last year's annual general meeting. The Company would not use the shorter notice period as a matter of routine for general meetings, but only where the business of the meeting merits the flexibility and is to the advantage of shareholders as a whole.

* 25 June 2026 being the latest practicable date prior to the publication of this notice.

Important Information for Shareholders

1. Shareholders are entitled to appoint a proxy to exercise all or any of their rights to attend and to speak and vote on their behalf at the AGM. Shareholders are encouraged to appoint the 'Chair of the meeting' as their proxy.
2. A shareholder may appoint more than one proxy in relation to the meeting, provided that each proxy is appointed to exercise the rights attached to a different share or shares held by that shareholder. Failure to specify the number of shares each proxy appointment relates to or specifying a number which, when taken together with the numbers of shares set out in the other proxy appointments, is in excess of the number of shares held by the shareholder may result in the proxy appointments being invalid. A proxy need not be a shareholder of the Company and can be appointed by completing the proxy form on the Babcock share portal at www.babcock-shares.com and following the instructions provided. Shareholders will need to log in to their Babcock share portal or register if they have not previously done so. To register, shareholders will need their Investor Code which can be found on their share certificates or dividend confirmations. Alternatively, shareholders may contact the Registrar. A proxy will vote as instructed and must attend the AGM for a shareholder's votes to be counted.
3. To be valid, proxy instructions must be received by the Company's Registrar by 10.30am on Monday, 14 September 2026 (or not less than 48 hours before the time fixed for any adjourned AGM, provided that no account shall be taken of any part of a day that is not a working day).
4. Copies of the following documents are available for inspection at the Company's registered office during normal business hours until the date of the AGM and will be available for inspection at the place of the AGM for at least 15 minutes prior to and during the meeting:
 - (a) terms of appointment under which the Non-Executive Directors of the Company are engaged;
 - (b) Executive Directors' service agreements; and
 - (c) Articles of Association.
5. Pursuant to regulation 41 of the Uncertificated Securities Regulations 2001 and section 360B of the 2006 Act, only those shareholders entered on the register of members of the Company at close of business on Monday, 14 September 2026 or, in the event that the meeting is adjourned, on the register of members of the Company at close of business on the day two days (excluding any part of a day that is not a working day) before the date of any adjourned meeting, shall be entitled to attend and vote at the meeting in respect of the number of shares registered in their names at that time. Changes to the entries on the register of members after this time shall be disregarded in determining the rights of any person to attend and vote at the meeting or any adjourned meeting.
6. As at 25 June 2026* the Company's issued share capital consisted of 505,596,597 ordinary shares, of which 15,151,101 were held in Treasury. Therefore, the total voting rights in the Company as at that date were 490,445,496 votes.
7. A corporate shareholder can appoint one or more corporate representatives who may exercise, on its behalf, all of its powers as a member provided that no more than one corporate representative exercises powers over the same share.
8. CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so for the meeting or any adjournment(s) by using the procedures described in the CREST Manual (available via www.euroclear.com). CREST Personal Members or other CREST-sponsored members, as well as those CREST members, who have appointed a voting service provider(s), should refer to their CREST sponsor or voting service provider(s), who will take the appropriate action on their behalf.
9. 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 UK & International Limited's specifications, and must contain the information required for such instruction, as described in the CREST Manual (available via www.euroclear.com). The message, regardless of whether it constitutes the appointment of a proxy or is an amendment to the instruction given to a previously appointed proxy must, in order to be valid, be received by the issuer's agent (ID RA10) by 10.30am on Monday, 14 September 2026 (or not less than 48 hours before the time fixed for any adjourned AGM, provided that no account shall be taken of any part of a day that is not a working day). For this purpose, the time of receipt will be taken to be the time (as determined by the time stamp applied to the message by the CREST Application Host) from which the issuer's agent is able to retrieve the message by enquiry to CREST in the manner prescribed by CREST. After this time, any change of instructions to proxies appointed through CREST should be communicated to the appointee through other means.
10. Euroclear UK & International Limited does not make available special procedures in CREST for any particular message. Normal system timings and limitations apply in relation to the input of CREST Proxy Instructions. The CREST member concerned must take (or procure, if the CREST member is a CREST personal member or sponsored member or has appointed a voting service provider, that his/her CREST sponsor or voting service provider(s) take(s)) such action as 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 system providers are referred, in particular, to those sections of the CREST Manual concerning practical limitations of the CREST system and timings.
11. The Company may treat as invalid a CREST Proxy Instruction in the circumstances set out in Regulation 35(5) (a) of the Uncertificated Securities Regulations 2001.
12. Institutional investors may be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by the Registrar. For further information regarding Proxymity, please go to www.proxymity.io. Proxies must be lodged by 10.30am on Monday, 14 September 2026 in order to be considered valid. Before proxies can be appointed via this process, institutional investors will need to have agreed to Proxymity's associated terms and conditions. It is important that these are read carefully as investors will be bound by them and they will govern the electronic appointment of proxies. An electronic proxy appointment via the Proxymity platform may be revoked completely by sending an authenticated message via the platform instructing the removal of your proxy vote.
13. If you need help with voting online or require a paper proxy form, please contact our Registrar, MUFG Corporate Markets by email or telephone (please see 25 below for contact details).

14. Unless otherwise indicated on the Form of Proxy, CREST, Proximity or any other electronic voting instruction, the proxy will vote as they think fit or, at their discretion, withhold from voting.
15. Any member or proxy attending the meeting has the right to ask questions. The Company must cause to be answered any such question 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 progress of the AGM 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 AGM that the question be answered.
16. Under section 527 of the 2006 Act, members subject to threshold requirements may require the Company to publish on a website a statement setting out any matter relating to: (i) the audit of the Company's accounts laid before the AGM; or (ii) any circumstance connected with the Company's auditor ceasing to hold office since the previous annual general meeting. The Company may not require the members requesting any such website publication to pay its expenses. Where the Company is required to place a statement on a website under section 527 of the 2006 Act, it must forward the statement to the Company's auditor no later than the time when it makes the statement available on the website. The business, which may be dealt with at the AGM, includes any statement that the Company has been required under section 527 of the 2006 Act to publish on a website.
17. Any electronic address (within the meaning of section 333(4) of the 2006 Act) provided in this notice of AGM (or in any related documents including the proxy form) may not be used to communicate with the Company for any purposes other than those expressly stated.
18. A copy of this notice, and other information required by section 311A of the 2006 Act, can be found at www.babcockinternational.com.
19. The AGM may involve the processing of members' personal data by the Company. This includes all data provided by members, or on their behalf, which relates to them as members, including their names and contact details, the votes they cast and their shareholder reference numbers. The Company and any third party to which it discloses members' personal data (including our Registrars) may process this personal data in accordance with the Company's privacy policy for the purposes of compiling and updating the Company's records and fulfilling the Company's legal obligations.
20. Any shareholder who has not otherwise received confirmation that their vote on the polls at the AGM has been validly recorded and counted and has no other reasonable means of confirming this, may, within 30 days from the date of the AGM, request information from the Company allowing him, her or it to confirm that their vote on the polls at the AGM has been validly recorded and counted, by using the contact details of the Registrar of the Company given below or of the Company given at the bottom of this notice.
21. The right to appoint proxies does not apply to persons nominated to receive information rights under Section 146 of the 2006 Act. Persons nominated to receive information rights under Section 146 of the 2006 Act who have been sent a copy of this Notice are hereby informed that they may have a right under an agreement with the registered member by whom they were nominated to be appointed, or to have someone else appointed, as a proxy for the AGM. If they have no such right, or do not wish to exercise it, they may have a right under such an agreement to give instructions to the shareholder as to the exercise of voting rights. Nominated persons should contact the registered shareholder by whom they were nominated in respect of these arrangements.
22. In the case of joint holders, where more than one of the joint holders purports to vote (including voting by proxy), the only vote which will count is the vote of the person whose name is listed before the other voters on the register in respect of the share.
23. Please be aware that we do not permit behaviour that may interfere with anyone's security, safety or the proper and orderly conduct of the AGM and unacceptable behaviour will be dealt with appropriately. Anyone who does not comply may be removed from the meeting and the premises.
24. Under Section 338 and Section 338A of the 2006 Act, shareholders meeting the threshold requirements in those sections have the right to require the Company: (i) to give to shareholders of the Company entitled to receive notice, notice of a resolution which may properly be moved and is intended to be moved at the AGM; and/or (ii) to include in the business to be dealt with at the AGM any matter (other than a proposed resolution) which may be properly included in the business. A resolution may properly be moved or a matter may properly be included in the business unless (a) (in the case of a resolution only) it would, if passed, be ineffective (whether by reason of inconsistency with any enactment or the company's constitution or otherwise), (b) it is defamatory of any person, or (c) it is frivolous or vexatious. Such a request may be in hard copy form or in electronic form, must identify the resolution of which notice is to be given or the matter to be included in the business, must be authenticated by the person or persons making it, must be received by the Company no later than 5 August 2026, being the date six weeks before the AGM, and (in the case of a matter to be included in the business only) must be accompanied by a statement setting out the grounds for the request.
25. Contact details for our Registrar:

MUFG Corporate Markets
Central Square
29 Wellington Street
Leeds, LS1 4DL

Email: shareholderenquiries@cm.mpms.mufg.com
Telephone: +44 (0)371 664 0300
www.babcock-shares.com

(Calls are charged at standard geographic rate and will vary by provider. Calls outside the United Kingdom will be charged at the applicable international rate. Lines are open 9.00am – 5.30pm, Monday to Friday excluding public holidays in England and Wales.)

* 25 June 2026 being the latest practicable date prior to the publication of this notice.

Appendix 1

Directors' biographies

The following biographical details support the Board's recommendation to reappoint each of the Directors of the Company named in Resolutions 4 to 13.

Dame Ruth Cairnie DBE

Chair

Appointed: April 2019

Nationality: British

Key contribution: Extensive experience of the engineering sector, strong strategic vision and leadership.

Skills and experience: Ruth brings experience of the engineering sector gained from a 37-year international career spanning senior functional and line roles at Royal Dutch Shell plc. She has also advised government departments on strategic development and capability building. She has been a Non-Executive Director of Rolls-Royce Holdings plc, Associated British Foods plc, ContourGlobal plc and Keller Group PLC as well as a member of the finance committee of the University of Cambridge. Ruth is a Master of Advanced Studies in Mathematics from the University of Cambridge and holds a BSc Joint Honours in Mathematics and Physics from the University of Bristol.

Current appointments: Non-Executive Director of BT Group plc and Serendipity Capital, a venture capital investor focused on critical technologies. She is a patron of the Women in Defence Charter and a member of the CBI Board.

Committee membership: Nominations Committee Chair

Carl-Peter Forster

Senior Independent Director

Appointed: June 2020

Nationality: German and British

Key contribution: Extensive manufacturing and international experience.

Skills and experience: Carl-Peter held senior leadership positions in some of the world's largest automotive manufacturers, including BMW, General Motors and Tata Motors (including Jaguar Land Rover). He was also previously a Non-Executive Director of Rexam PLC and Rolls-Royce plc and Senior Independent Director of IMI plc as well as being Chair of Chemring Group PLC.

Current appointments: Chair of Vesuvius plc and Keller Group Plc.

Committee membership: Remuneration Committee Chair and Nominations Committee

The Right Honourable The Lord Parker Of Minsmere, GCVO, KCB

Independent Non-Executive Director

Appointed: November 2020

Nationality: British

Key contribution: Extensive experience of working at the highest level of public service including a focus on new technology-centred change and championing inclusion.

Skills and experience: Lord Parker has had a long career in a wide range of national security and intelligence roles in the UK, which culminated in him becoming the Director General of MI5, the UK Government's national security agency, in 2013. He retired from this role in 2020, after which he served as the Lord Chamberlain (head of the Royal Household). Lord Parker is a graduate of Natural Sciences from Cambridge University.

Current appointments: Member of the House of Lords, a Non-Executive Director of Vertical Aerospace and Board Adviser to Telicent Ltd. Lord Parker is a distinguished Fellow at the Royal United Services Institute.

Committee membership: Remuneration and Nominations Committee and Director Designated for Workforce Engagement.

John Ramsay

Independent Non-Executive Director

Appointed: January 2022

Nationality: British

Key contribution: Extensive financial, international and boardroom experience.

Skills and experience: John, a Chartered Accountant, served as Chief Financial Officer of Syngenta AG from 2007 to 2016, and interim Chief Executive Officer of Syngenta from October 2015 to June 2016. Prior to joining Syngenta, he held senior international finance roles with Zeneca Agrochemicals and ICI. He was also the chair of the Audit Committee for Croda International Plc.

Current appointments: Member of the Supervisory Board at DSM Firmenich AG and Non-Executive Director of RHI Magnesita N.V where he is Audit Committee Chair at each of these companies.

Committee membership: Audit Committee Chair and Remuneration and Nominations Committee

Jane Moriarty

Independent Non-Executive Director

Appointed: December 2022

Nationality: Irish

Key contribution: Extensive international business and finance experience.

Skills and experience: Jane, a Chartered Accountant, brings with her over 30 years of international business and finance experience. After a long executive career with KPMG, where she was a senior advisory partner, Jane has held a number of Non-Executive roles, including at Quarto Group Inc where she was Vice-Chair and Chair of the Audit and Remuneration Committees.

Current appointments: Non-Executive Director, Chair of the audit committee and Senior independent Director of Mitchells & Butlers plc.

Committee membership: Audit, Remuneration and Nominations Committee

Sir Kevin Smith CBE

Independent Non-Executive Director

Appointed: June 2023

Nationality: British

Key contribution: Expertise in aerospace, defence and engineering sectors and boardroom experience.

Skills and experience: Sir Kevin spent almost 20 years at BAE Systems plc, predominantly in its Military Aircraft Division and BAe Defence before becoming Group Managing Director with responsibilities for new business and international strategy. Following this Sir Kevin joined the Board of GKN PLC, the FTSE listed global engineering and manufacturing company, initially leading the Aerospace and Defence businesses, and then serving 9 years as Group Chief Executive. He went on to spend 4 years in Hong Kong as a Partner at Unitas Capital and his non-executive career includes 8 years at Rolls-Royce where he served as Senior Independent Director.

Current appointments: Member of L.E.K. Consulting's European Advisory Board.

Committee membership: Audit and Nominations Committee

Dr Claudia Natanson MBE

Independent Non-Executive Director

Appointed: March 2024

Nationality: British and Jamaican

Key contribution: Extensive information and cyber security expertise.

Skills and experience: Claudia works internationally as an information and cyber security professional and brings over twenty years of experience in this field across globally diverse industries in the public and private sectors. She has previously held senior roles in cyber security, as security strategic advisor and chief security officer with Aramark Corporation in the USA, the Department for Work and Pensions, Smiths Group plc and Diageo Global. Claudia holds a PhD in computing and education from the University of Birmingham. In 2022 she was awarded with an MBE for services to the cyber security profession.

Current appointments: The Digital Cyber Practice and a registered European Commission Security and Cyber expert.

Committee membership: Nominations Committee

Aedamar Comiskey

Independent Non-Executive Director

Appointed: September 2025

Nationality: Irish

Key contribution: Extensive expertise in the leading and growing of complex organisations in competitive international markets.

Skills and experience: Aedamar is a leading public and private M&A lawyer who has advised on many of the market's most significant transactions. She has spent her career at Linklaters, where she was elected Senior Partner and Chair in May 2021 and re-elected in June 2025. Prior to becoming Senior Partner, Aedamar served for five years as the firm's Global Head of Corporate and sat on the Executive Committee; she now chairs the Partnership Board. From 2014 to 2024, Aedamar was a Non-Executive Director at James Fisher and Sons plc, where she chaired the Remuneration Committee from 2018 and served as Senior Independent Director from 2019.

Current appointments: Senior Partner and Chair, Linklaters LLP.

Committee membership: Audit, Remuneration and Nominations Committee

Harry Holt DSO OBE

Deputy Chief Executive Officer

Appointed: before the AGM

Nationality: British

Key contribution: Extensive experience of the defence, security, aerospace and nuclear industries and expertise in transformational leadership

Skills and experience: Harry is Babcock's Deputy Chief Executive Officer and as part of a comprehensive transition period will be appointed Group Chief Executive when David Lockwood retires later this year. He was previously Chief Executive of our Nuclear Sector, responsible for our nuclear business in both Defence, including Babcock's submarine operations, and Civil markets. Prior to joining Babcock in September 2023, Harry spent over 10 years with Rolls-Royce, including 7 years on their Executive Team in a number of senior roles, including President of its Nuclear Division and latterly as Chief People Officer, leading a group wide transformation and restructuring. During his time running Rolls-Royce's Nuclear business he led a step change in operational performance across the Defence Nuclear business, as well as initiating and growing their new Small Modular Reactor Business for the Civil Nuclear power market. Prior to Rolls-Royce, Harry had a distinguished career as an Officer in the British Army fulfilling some of Defence's most challenging operational leadership roles.

Current external appointments: None.

David Mellors

Chief Financial Officer

Appointed: November 2020

Nationality: British

Key contribution: Extensive CFO experience in defence, aerospace, and commercial markets.

Skills and experience: David was previously CFO of Cobham plc and prior to that he was CFO of QinetiQ Group plc from 2008 to 2016 where he also served as interim Chief Executive for a period. His career includes several roles at Logica PLC, CMG plc and Rio Tinto PLC. David has a Degree in Physics from Oxford University and is a member of the Institute of Chartered Accountants in England and Wales.

Current external appointments: None.



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