

MORGAN SINDALL

GROUP

Notice of Annual
General Meeting

Thursday, 7 May 2026 at 10.00am

THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION.

It contains the resolutions to be voted on at Morgan Sindall Group plc's Annual General Meeting to be held on Thursday, 7 May 2026 at 10.00am. If you are in any doubt as to the action to be taken, you should consult your stockbroker, bank manager, solicitor, accountant or other independent financial adviser duly authorised under the Financial Services and Markets Act 2000 (or, if you are resident outside the UK, an appropriately qualified independent financial adviser). If you have sold or transferred all of your shares in Morgan Sindall Group plc, please pass this document, together with the accompanying documents, to the purchaser or transferee or to the person who arranged the sale or transfer, so they can pass these documents to the person who now holds the shares.

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Chair's letter

Dear Shareholder

Annual General Meeting 2026

I am writing to you regarding the 2026 Annual General Meeting (the 'AGM') of Morgan Sindall Group plc (the 'Company'), which will take place at 10.00am on Thursday, 7 May 2026 at the offices of Morgan Sindall Group plc, Kent House, 14-17 Market Place, London, W1W 8AJ.

The AGM is an opportunity for you, as a shareholder, to express your views directly to the Board, either by attending the meeting in person or submitting a question on the business to be discussed at the AGM in advance of the meeting.

The notice convening the meeting (the 'Notice of Meeting') is set out on pages 2 to 4. A detailed explanation of the business to be considered at the meeting is set out on pages 5 to 7.

The directors believe that, in the interest of shareholder democracy, it is important that all members are given the opportunity to vote, regardless of whether they can attend the AGM. All resolutions will therefore be put to shareholders by way of a poll rather than a show of hands.

Action required

Whether or not you intend to be present at the AGM, you are strongly encouraged to appoint a proxy to cast your votes as soon as possible and to appoint the Chair of the AGM to act as your proxy for this purpose. All shareholders are sent either a proxy form or an email containing a Control Number, Shareholder Reference Number and PIN.

You can either complete, sign and return the proxy form, or submit an electronic proxy appointment instruction at www.investorcentre.co.uk/eproxy. In order for your vote to be counted, your instructions must be received by the Company's Registrar at the relevant address set out in the Important notes to the Notice of Meeting by no later than 10.00am on Tuesday, 5 May 2026.

Completion and return of the proxy form or submission of an electronic instruction will not preclude you from attending and voting in person at the AGM should you subsequently decide to do so.

Questions

It is important to us that we have the opportunity to hear from you, as a shareholder, directly. You will be able to ask questions of the Board either in person if you are able to attend the AGM, or by submitting questions in advance of the meeting by emailing cosec@morgansindall.com (marked for the attention of the General Counsel & Company Secretary).

We will endeavour to publish (on an anonymised basis) any questions received before 10.00am on Tuesday, 5 May 2026, and our responses to those questions, on our website (morgansindall.com/investors/annual-general-meeting) prior to the AGM. Following the AGM, we will publish (on an anonymised basis) the full set of questions received (including those received after 10.00am on Tuesday, 5 May 2026 and at our AGM) and answers to those questions on our website (morgansindall.com/investors/annual-general-meeting). However, we reserve the right to edit questions or not to respond where we consider it appropriate to do so, taking account of our legal obligations.

Dividend payments

Shareholders are reminded that the Company no longer issues dividend payments by cheque and instead pays dividends directly into a nominated bank or building society account. You are therefore encouraged to ensure that your account details are recorded with the Company's Registrar as soon as possible, but no later than 15 May 2026, in order to have your dividend paid directly to you on the proposed final dividend payment date of 4 June 2026. Please see note 26 for further details and contact information.

Recommendation

The directors consider that all the resolutions to be proposed at the AGM are in the best interests of the Company and its shareholders as a whole, and accordingly unanimously recommend that you vote in favour of the resolutions, as they intend to do in respect of their own beneficial shareholdings.

The results will be published on the 'Annual General Meeting' page of our website at morgansindall.com and will be released as soon as reasonably practicable via a Regulatory Information Service following the conclusion of the AGM.

Yours faithfully

Peter Harrison
Chair
24 March 2026



Notice of meeting

Notice is hereby given that the 2026 Annual General Meeting ('AGM') of the members of Morgan Sindall Group plc (the 'Company') will be held at 10.00am on Thursday, 7 May 2026 at the offices of Morgan Sindall Group plc, Kent House, 14–17 Market Place, London, W1W 8AJ, to consider and, if thought fit, pass the following resolutions. Voting on all resolutions will be by way of a poll. All resolutions will be proposed as ordinary resolutions save for resolutions 16 to 19 (inclusive), which will be proposed as special resolutions.

Ordinary resolutions

Report and accounts

1. To receive and accept the Company's audited financial statements, the strategic report, the directors' report and the auditor's report for the year ended 31 December 2025 (together, the 'Annual Report').

Final dividend

2. That a final dividend of 108 pence per ordinary share be declared for the year ended 31 December 2025, payable on 4 June 2026 to shareholders whose names appear on the register of members at the close of business on 15 May 2026.

Directors' remuneration report

3. To approve the remuneration report (other than the part containing the remuneration policy), as set out on pages 95 to 120 of the Company's Annual Report.

Directors' remuneration policy

4. To approve the directors' remuneration policy as set out on pages 102 to 111 of the Company's Annual Report.

Directors

5. That Peter Harrison be appointed as a director of the Company.
6. That John Morgan be reappointed as a director of the Company.
7. That Kelly Gangotra be reappointed as a director of the Company.
8. That David Lowden be reappointed as a director of the Company.
9. That Jen Tippin be reappointed as a director of the Company.
10. That Sharon Fennessy be reappointed as a director of the Company.
11. That Mark Robson be reappointed as a director of the Company.

Auditor reappointment

12. That Ernst & Young LLP be reappointed as auditor of the Company from the conclusion of this meeting until the conclusion of the next general meeting at which accounts are laid before the Company.

Auditor's remuneration

13. To authorise the directors to determine the auditor's remuneration.

Political donations

14. That in accordance with section 366 and section 367 of the Companies Act 2006 (the 'Act'), the Company and all companies that are its subsidiaries at any time during the period for which this resolution is effective, be and are hereby authorised to:
 - (a) make political donations to political parties and/or independent election candidates not exceeding £25,000 in total;
 - (b) make political donations to political organisations other than political parties not exceeding £25,000 in total; and
 - (c) incur political expenditure not exceeding £25,000 in total,

provided that the aggregate amount of political donations made or political expenditure incurred by the Company and its subsidiaries shall not exceed £25,000 during the period beginning with the date of the passing of this resolution and ending at the conclusion of the Company's next AGM or close of business on 7 August 2027, whichever is earlier.

Words and expressions defined for the purpose of the Act shall have the same meaning in this resolution.

Notice of meeting continued

Directors' authority to allot shares

15. That the Board be generally and unconditionally authorised under section 551 of the Act to exercise all the powers of the Company to allot shares in the Company and to grant rights to subscribe for or convert any security into shares in the Company:

- (a) up to an aggregate nominal amount of £800,451.30 (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 Act) up to an aggregate nominal amount of £1,600,902.65 (such amount to be reduced by any allotments or grants made pursuant to paragraph (a) above) in connection with an offer by way of a rights issue:
 - (i) to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings; and
 - (ii) to holders of other equity securities as required by the rights of those securities or as the Board otherwise considers necessary,

and so that the Board may impose any limits or restrictions and make any arrangements which it considers necessary or appropriate to deal with treasury shares, fractional entitlements, record dates, any legal, regulatory or practical problems in, or under the laws of, any territory or the requirements of any regulatory body or exchange or any other matter,

provided that (unless revoked, varied or renewed) such authority shall apply until the end of the Company's next AGM or close of business on 7 August 2027, whichever is earlier, but, in each case, prior to its expiry the Company may make offers and enter into agreements which would, or might, require shares to be allotted or rights to subscribe for or convert securities into shares to be granted after the authority ends and the Board may allot shares or grant rights to subscribe for or convert securities into shares under any such offer or agreement as if the authority had not expired.

Special resolutions

Directors' general authority to disapply pre-emption rights

16. That if resolution 15 is passed, the Board be given power to allot equity securities (as defined in section 560(1) of the Act) for cash under the authority given by that resolution 15 and/or to sell ordinary shares held by the Company as treasury shares for cash as if section 561 of the Act did not apply to any such allotment or sale, provided that such power be limited:

- (a) to the allotment of equity securities and/or sale of treasury shares in connection with an offer of, or invitation to apply for, equity securities (but in the case of the authority granted under paragraph (b) of resolution 15, by way of a rights issue only):
 - (i) to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings; and
 - (ii) to holders of other equity securities, as required by the rights of those securities, or as the Board otherwise considers necessary,

and so that the Board may impose any limits or restrictions and make any arrangements which it considers necessary or appropriate to deal with treasury shares, fractional entitlements, record dates, any legal, regulatory or practical problems in, or under the laws of, any territory or the requirements of any regulatory body or exchange or any other matter; and

- (b) in the case of the authority granted under paragraph (a) of resolution 15 and/or in the case of any sale of treasury shares, to the allotment of equity securities and/or sale of treasury shares (otherwise than under paragraph (a) above) up to a nominal amount of £120,067.70,

such power to apply until the end of the Company's next AGM or close of business on 7 August 2027, whichever is earlier, but, in each case, prior to its expiry the Company may make offers, and enter into agreements, which would, or might, require equity securities to be allotted (and/or treasury shares to be sold) after the power expires and the Board may allot equity securities (and/or sell treasury shares) under any such offer or agreement as if the power had not expired.

Notice of meeting continued

Directors' specific authority to disapply pre-emption rights in connection with an acquisition or specified capital investment

17. That if resolution 15 is passed, the Board be given power in addition to any power granted under resolution 16 to allot equity securities (as defined in section 560(1) of the Act) for cash under the authority given by paragraph (a) of resolution 15 and/or to sell ordinary shares held by the Company as treasury shares for cash as if section 561 of the Act did not apply to any such allotment or sale, such power to be:

- (a) limited to the allotment of equity securities and/or sale of treasury shares up to a nominal amount of £120,067.70; and
- (b) used only for the purposes of financing a transaction which the Board determines to be either an acquisition or a specified capital investment of a kind contemplated by the Statement of Principles on Disapplying Pre-Emption Rights most recently published by the Pre-Emption Group prior to the date of this Notice of Meeting, or for the purposes of refinancing such a transaction within 12 months of its taking place,

such power to apply until the end of the Company's next AGM, or close of business on 7 August 2027, whichever is earlier, but, in each case, prior to its expiry the Company may make offers and enter into agreements which would, or might, require equity securities to be allotted (and/or treasury shares to be sold) after the power ends and the Board may allot equity securities (and/or sell treasury shares) under any such offer or agreement as if the power had not ended.

Authority to purchase own shares

18. That the Company be and is hereby generally and unconditionally authorised for the purposes of section 701 of the Act to make one or more market purchases (within the meaning of section 693(4) of the Act) of any of the Company's ordinary shares of 5p each on such terms and in such manner as the directors may from time to time determine, provided that:

- (a) the maximum aggregate number of ordinary shares authorised to be purchased is 4,802,708;
- (b) the minimum price which may be paid for each ordinary share (exclusive of expenses) shall be the nominal value of that ordinary share; and
- (c) the maximum price (exclusive of expenses) which may be paid for each ordinary share shall be the higher of:
 - (i) an amount equal to 5% above the average market value of an ordinary share for the five business days immediately preceding the day on which that ordinary share is contracted to be purchased; and
 - (ii) the higher of the price of the last independent trade and the highest current independent purchase bid on the trading venue where the purchase is to be carried out at the relevant time, including when the shares are traded on a different trading venue,

such authority to apply until the end of the Company's next AGM or close of business on 7 August 2027, whichever is earlier, but prior to its expiry the Company may enter into a contract to purchase ordinary shares which would, or might, be completed or executed wholly or partly after the authority ends and the Company may purchase ordinary shares pursuant to any such contract as if the authority had not ended.

Notice period for general meetings

19. That a general meeting, other than an annual general meeting, may be called on not less than 14 clear days' notice.

By order of the Board, 24 March 2026.

Lisa Minns
General Counsel & Company Secretary

Registered Office:
Kent House
14-17 Market Place
London
W1W 8AJ
Registered in England and Wales No. 00521970

Explanatory notes to the resolutions

The explanatory notes on the following pages explain each of the proposed resolutions. Resolutions 1 to 15 (inclusive) are proposed as ordinary resolutions. This means that for each of these resolutions to be passed, more than half of the votes cast must be in favour of the relevant resolution. Resolutions 16 to 19 (inclusive) are proposed as special resolutions. For each of these resolutions to be passed, at least three quarters of the votes cast must be in favour of the relevant resolution.

All resolutions at the AGM will be put to shareholders by way of a poll rather than a show of hands. A poll vote is more representative of shareholders' voting intentions because shareholder votes are counted according to the number of shares held and all votes tendered are counted. After the meeting, the results of voting, including proxy directions to withhold votes, will be published on our website.

Ordinary resolutions

Resolution 1: Annual Report

The directors of the Company are required to lay the Company's audited financial statements, the strategic report, the directors' report, the remuneration report and the auditor's report (together, the 'Annual Report') before the shareholders each year at the AGM.

Resolution 2: Final dividend

The Board recommends the payment of a final dividend of 108 pence per ordinary share. Subject to approval by shareholders, the final dividend will be paid on 4 June 2026 to all ordinary shareholders on the register of members at close of business on 15 May 2026.

Resolution 3: Directors' remuneration report

The remuneration report is set out on pages 95 to 120 of the Annual Report. It provides details of the directors' remuneration for the year ended 31 December 2025. The Board considers that appropriate executive remuneration encourages the effective stewardship that is vital to delivering our strategy of creating long-term value for all stakeholders. Accordingly, in compliance with applicable legislation, shareholders will be invited to approve the directors' remuneration report. The vote on this resolution is advisory only and the directors' entitlement to remuneration is not conditional on this resolution being passed.

Resolution 4: Directors' remuneration policy

In accordance with the Act, the Company is required to offer a binding vote on the Company's forward-looking directors' remuneration policy (the 'Policy') (by means of a separate resolution) at least once every three years. The current Policy was approved by shareholders at the AGM held in May 2023 and is therefore due for renewal. The revised Policy is set out on pages 102 to 111 of the Annual Report and shows the proposed framework for how the Company will pay its directors from 2026.

The revised Policy for which we are seeking shareholder approval has been reviewed in the light of best practice with the aim of ensuring our remuneration arrangements continue to support the Company's strategy and motivate and retain talent.

Having consulted with the Company's major shareholders and prominent proxy agencies, the remuneration committee concluded that the overall executive pay framework remains credible, effective and aligned to the Group's short- and long-term strategy, and that it has contributed to the strong performance delivered in recent years.

Accordingly, we are proposing a minor revision to the Policy around Long Term Incentive Plan ('LTIP') performance measures. In order to provide appropriate flexibility to the remuneration committee over the life of the Policy, wording referring to the specific measures and weightings to be used in the LTIP will be removed from the Policy table. In practice, there will be no change to the performance measures and weightings used for the 2026 awards, with further details set out on page 119 of the Annual Report.

Once the revised Policy is approved, the Company will not be able to make a remuneration payment to a current or future director or a payment for loss of office to a current or past director unless that payment is consistent with the revised Policy or has been approved by a resolution of the members of the Company.

Resolutions 5 to 11: Appointment and reappointment of directors

Under the Company's Articles of Association, at every AGM all the directors at the date of the notice convening the AGM shall retire from office and may offer themselves for reappointment by the members. Each of our directors will stand for re-election at this year's AGM except for Peter Harrison, who will be standing for election, this being the first AGM since his appointment.

Following the annual performance review process, the Board believes that the performance of each director proposed to be appointed or reappointed at the AGM continues to be effective and that they demonstrate commitment to their respective roles.

Further information setting out each director's skills and experience, and the specific reasons why each director's contribution to the Board is, and continues to be, important to the Company's long-term sustainable success and why each director should therefore be elected or re-elected to the Board is set out on pages 11 and 12 of this Notice of Meeting. Biographies of each director can also be found on pages 73 and 74 of the Annual Report.

Resolutions 12 and 13: Reappointment and remuneration of the auditor

The Company is required to appoint an auditor at each general meeting at which accounts are laid to serve until the next such meeting. Ernst & Young LLP has indicated its willingness to continue in office and resolution 12 proposes its reappointment to hold office from the conclusion of this meeting until the conclusion of the next general meeting at which accounts are laid before the Company.

In accordance with normal practice, resolution 13 proposes that the auditor's remuneration be determined by the directors. The Board will delegate this authority to the audit committee to negotiate and agree the auditor's remuneration.

Explanatory notes to the resolutions continued

Resolution 14: Political donations

This resolution will renew the authority given at last year's AGM, which is due to expire at the 2026 AGM. Under sections 366 and 367 of the Act, the Company is required to seek shareholders' authority to make any political donations and/or incur political expenditure. Although the Company does not make, and does not intend to make, donations to political parties and/or to independent election candidates within the normal meaning of that expression, the legislation is very broadly drafted and may catch activities such as: funding seminars and other functions to which politicians are invited; supporting certain bodies involved in policy review and law reform; and matching employees' donations to certain charities.

Therefore, in accordance with current best practice, the directors have decided to propose an ordinary resolution to authorise the Company and its subsidiaries to make certain types of political donations and/or expenditure, as more particularly described in the resolution, up to an aggregate amount of £25,000. This authority shall expire at the conclusion of next year's AGM, or close of business on 7 August 2027, whichever is earlier.

Resolution 15: Directors' authority to allot shares

The directors currently have authority to allot shares in the Company and to grant rights to subscribe for or convert any securities into shares in the Company. This authority is due to expire at our 2026 AGM. The Board is, subject to prescribed limits, seeking by this ordinary resolution to renew this authority to allot shares in the capital of the Company in accordance with section 551 of the Act.

Paragraph (a) of this resolution would give the directors the authority to allot shares or grant rights to subscribe for or convert any securities into shares up to an aggregate nominal amount equal to £800,451.30 (representing 16,009,026 shares). This amount represents approximately one third of the total issued share capital of the Company as at 16 March 2026, the latest practicable date prior to the date of this Notice of Meeting.

The directors have previously considered the Share Capital Management Guidelines published by The Investment Association (the 'IA') in February 2023, which allows the authority in paragraph (b) of this resolution to incorporate all fully pre-emptive offers, not just fully pre-emptive rights issues. Similar to last year's AGM, the directors have decided that it remains appropriate for the Company to continue to propose limiting the relevant limb of the allotment authority to rights issues in line with past practice but continues to keep this under review. As a result, paragraph (b) of this resolution would give the directors the authority to allot shares or grant rights to subscribe for or convert any securities into shares in connection with a rights issue, up to an aggregate nominal amount equal to £1,600,902.65 (representing 32,018,053 shares), as reduced by the nominal amount of any shares issued under paragraph (a) of this resolution. This amount (before any reduction) represents approximately two thirds of the total issued share capital of the Company as at 16 March 2026, being the latest practicable date prior to the date of this Notice of Meeting.

The authorities sought under this resolution, if passed, will expire at the conclusion of the Company's next AGM or close of business on 7 August 2027, whichever is earlier. The directors currently have no intention to exercise either of the authorities sought under this resolution (other than in connection with the Company's employee share option and share incentive plans). However, if the directors do exercise the authorities granted by the resolution, the directors intend to follow the IA's recommendations concerning its use.

As at 16 March 2026, being the latest practicable date prior to the date of this Notice of Meeting, the Company held no shares in treasury.

Special resolutions

Resolutions 16 and 17: Directors' general authority to disapply pre-emption rights and directors' specific authority to disapply pre-emption rights in connection with an acquisition or specified capital investment

Resolutions 16 and 17 will be proposed as special resolutions, each of which requires at least three quarters of the votes to be cast in favour. If the Board wishes to allot new shares or other equity securities for cash, or sell any ordinary shares which the Company holds in treasury for cash (in each case other than in connection with an employee share plan), company law requires that these shares are first offered to existing shareholders in proportion to their existing holdings.

At last year's AGM, two separate resolutions were passed in relation to the disapplication of pre-emption rights, which were in line with institutional shareholder guidelines published prior to November 2022. These resolutions empowered the directors to allot equity securities for cash without first offering them to existing shareholders in proportion to their existing holdings, with limits of 5% of the Company's issued ordinary share capital for general purposes and an additional 5% of the Company's issued ordinary share capital in connection with acquisitions or specified capital investments.

In respect of the authorities sought under resolutions 16 and 17, the directors acknowledge the increased limits that were set out in the Pre-Emption Group's Statement of Principles published in November 2022 (the '2022 Statement of Principles'). However, the directors consider that the previous limits of 5% of the issued ordinary share capital of the Company in resolutions 16 and 17 continue to provide sufficient flexibility to the Company. The resolutions proposed do not therefore adopt the increased limits of 10% set out in the 2022 Statement of Principles, nor do the resolutions specifically provide for follow-on offers. The Board will continue to keep this under review.

If approved, the authority under resolution 16 would be limited to:

- 1) rights issues and offers to holders of other equity securities if required by the rights of those securities, or as the Board otherwise considers necessary; and
- 2) otherwise, allotments or sales up to an aggregate nominal amount of £120,067.70 (representing 2,401,354 shares and approximately 5% of the issued ordinary share capital of the Company as at 16 March 2026, the latest practicable date prior to publication of this Notice of Meeting).

Explanatory notes to the resolutions continued

The purpose of resolution 17 is to give the Company flexibility to make non-pre-emptive issues of ordinary shares in connection with acquisitions and other capital investments as contemplated by the Pre-Emption Group's Statement of Principles. The authority under resolution 17 is in addition to that proposed by resolution 16 and would be limited to allotments or sales of up to an aggregate nominal amount of £120,067.70 (representing 2,401,354 shares and an additional 5% of the issued ordinary share capital of the Company as at 16 March 2026, the latest practicable date prior to publication of this Notice of Meeting).

Whilst the directors have no present intention to exercise the authorities sought by resolutions 16 or 17, the Board believes it is in the best interests of shareholders for the directors to have the flexibility to take advantage of these authorities if required. If the authorities sought by resolutions 16 or 17 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 2022 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 2022 Statement of Principles. The authorities under resolutions 16 and 17 will expire at the conclusion of the Company's next AGM or close of business on 7 August 2027, whichever is earlier.

Resolution 18: Authority to purchase own shares

Resolution 18 is a special resolution seeking approval of the renewal of the general authority from shareholders granted at last year's AGM authorising the Company to buy back its ordinary shares in the market, either for cancellation or to be held in treasury. There are a number of reasons why the directors may, in the future, consider a buy-back of shares to be in the best interests of the Company and of its shareholders generally.

These may include where the directors:

- (i) expect that such a buy-back would result in an increase in earnings per share;
- (ii) consider that the Company has excess cash; and/or
- (iii) determine that it is appropriate to increase the Company's gearing or its share liquidity.

The directors therefore consider it prudent for the Company to have the flexibility to effect market purchases of its own shares in the future.

The directors will exercise this authority only if, having due regard to the interests of long-term shareholders, they consider that to do so would be in the best interests of the Company, and of its shareholders, and (among other things) expect such purchase to result in an increase in earnings per share. In addition, the directors confirm that the decision to propose this authority for approval at the AGM has been taken by the full Board, the majority of whom are non-executive directors who do not participate in the Company's share plans and whose interest in the Company's shares is therefore unaffected by the earnings per share metric.

The Company may either retain any of its own shares which it has purchased as treasury shares with a view to possible re-issue at a future date, use them to satisfy awards under employee share plans, or cancel them. Holding the shares as treasury shares gives management the ability to re-issue them quickly and cost-effectively and would provide the Company with additional flexibility in the management of its capital base.

Under the terms of this resolution, the Company will be generally authorised to make market purchases of up to 4,802,708 shares with an aggregate nominal value of £240,135.40, representing approximately 10% of the total issued share capital of the Company as at 16 March 2026, the latest practicable date prior to the date of this Notice of Meeting. The maximum price payable per share will be based on the market price of a share as set out in more detail in the resolution itself. The minimum price payable per share, exclusive of expenses, is its nominal value.

As at 16 March 2026, being the latest practicable date prior to the date of this Notice of Meeting, the number of outstanding options to subscribe for shares granted by the Company was 1,452,228. This figure represents 3.02% of the total issued share capital of the Company at that date and would, assuming no further shares are issued, represent 3.78% of the total issued share capital if full authority to purchase shares (under the existing authority and that sought at the AGM) were used.

The Company has not undertaken any purchases of its own shares since the date of the last AGM, but the renewal of the authority is sought to preserve flexibility. The directors have no present intention of exercising this authority, which will expire at the conclusion of the Company's next AGM or close of business on 7 August 2027, whichever is earlier.

As at 16 March 2026, being the last practicable date prior to the date of this Notice of Meeting, no shares had been purchased and held as treasury shares or cancelled under the existing authority.

Resolution 19: Notice period for general meetings

Under the Act, the notice period required for general meetings of the Company is 21 days unless shareholders approve a shorter notice period (which cannot be less than 14 clear days). AGMs are still required to be held on at least 21 clear days' notice. Approval for a shorter notice period was sought and received from shareholders at the last AGM and, to preserve this ability, resolution 19 seeks renewal of the approval for a notice period of 14 days to apply to general meetings. The shorter notice period will not be used as a matter of routine but only where clear flexibility is merited by the business of the meeting and is thought to be to the advantage of shareholders as a whole. If used, an electronic voting facility will be provided.

The approval will be effective until the conclusion of the Company's next AGM, when it is intended that a similar resolution will be proposed, or close of business on 7 August 2027, whichever is earlier.

Important notes

1. Shareholders are welcome to attend this year's AGM in person to be held at the offices of Morgan Sindall Group plc, Kent House, 14–17 Market Place, London, W1W 8AJ. We will notify you of any significant updates to our AGM arrangements as soon as reasonably practicable via a Regulatory Information Service and on the 'Annual General Meeting' page of our website at morgansindall.com.
2. Shareholders are entitled to appoint one or more proxies (who need not be a member of the Company) to exercise all or any of their rights to attend, speak and vote at the AGM. Your proxy could be the Chair, another director of the Company or another person who has agreed to represent you. Your proxy must vote as you instruct and must attend the AGM for your vote to be counted. A proxy form, which may be used to make such appointment and give proxy instructions, accompanies this Notice of Meeting.

Shareholders are strongly encouraged to appoint the Chair of the meeting (rather than a named person) as their proxy and to submit voting instructions in advance of the AGM.

A shareholder may appoint more than one proxy in relation to the AGM, provided that each proxy is appointed to exercise the rights attached to a different share or shares held by that shareholder. To appoint more than one proxy, you may photocopy the proxy form accompanying this Notice of Meeting. Please indicate the proxy holder's name and the number of shares in relation to which they are authorised to act as your proxy (which, in aggregate, should not exceed the number of shares held by you). Please also indicate if the proxy instruction is one of multiple instructions being given. All proxy forms must be signed and should be returned together in the same envelope. A failure to specify the number of shares to which each proxy appointment relates or specifying a number more than those held by you will result in the appointment being invalid.

If you do not have a proxy form and believe that you should have one, please contact Computershare on 0370 707 1695. Lines are open from 8.30am to 5.30pm, Monday to Friday (excluding UK public holidays), or you can contact Computershare by email at webcorres@computershare.co.uk.
3. Voting on all resolutions will be conducted by way of a poll rather than a show of hands. This is a more transparent method of voting as member votes are counted according to the number of shares held. As soon as practicable following the meeting, the results of the voting at the meeting and the numbers of proxy votes cast for and against or actively withheld in respect of each of the resolutions will be announced on the Company's website at morgansindall.com and notified via a Regulatory Information Service.
4. To be valid, any proxy form or other instrument appointing a proxy must be received by post or (during normal business hours only) by hand at Computershare Investor Services PLC, The Pavilions, Bridgwater Road, Bristol, BS13 8AE no later than 10.00am on Tuesday, 5 May 2026, or, in the event of an adjournment, no less than 48 hours before the stated time of the adjourned meeting (excluding any part of a day that is not a working day).
5. Shareholders may vote electronically by proxy by no later than 10.00am on Tuesday, 5 May 2026 (or, in the event of an adjournment, no less than 48 hours before the stated time of the adjourned meeting (excluding any part of a day that is not a working day)), by visiting www.investorcentre.co.uk/eproxy. You will be asked to enter the Shareholder Reference Number, Control Number and PIN shown on either your proxy form or email and agree to certain terms and conditions. CREST shareholders may lodge their proxy via the CREST system (see notes 10 to 13). You have the right to request information from Computershare to enable you to determine that your vote on a poll was validly recorded and counted. Please contact Computershare on 0370 707 1695 to request this information. Lines are open from 8.30am to 5.30pm, Monday to Friday (excluding UK public holidays), or you can contact Computershare by email at webcorres@computershare.co.uk no later than 30 days following the date of the meeting. In line with the requirements of the Act, the confirmation will be provided to the registered shareholder no later than 15 days from the day following the announcement of the poll results or receipt of the request, whichever is the later. The confirmation will be provided to the registered shareholder in the manner stipulated by Computershare. Requests for confirmations must include the registered shareholder's name, address and shareholder reference number, and confirm the name of the issuer and the date of the meeting you wish to receive a confirmation for.
6. A shareholder may change proxy instructions by returning a new proxy form using the methods set out above. If you have appointed a proxy using the hard-copy proxy form but would like to change your instructions using another hard-copy form, you should contact Computershare on 0370 707 1695. The above deadline for receipt of proxy forms also applies to amended instructions. Any attempt to terminate or amend a proxy form after the relevant deadline will be disregarded.

The valid appointment of a proxy via the return of a completed proxy form, other such instrument or any CREST Proxy Instruction (as described in note 11 below) would not prevent a shareholder from attending the AGM and voting in person if they wished.

Important notes continued

7. Any person to whom this Notice of Meeting is sent who is a person nominated under section 146 of the Act to enjoy information rights (a 'Nominated Person') may, under an agreement between them and the shareholder by whom they were nominated, have a right to be appointed (or to have someone else appointed) as a proxy for the AGM. If a Nominated Person has no such proxy appointment right or does not wish to exercise it, they may, under any such agreement, have a right to give instructions to the shareholder as to the exercise of voting rights.
8. The statement of the rights of shareholders in relation to the appointment of proxies in note 2 above does not apply to Nominated Persons. The rights described in note 2 can only be exercised by shareholders of the Company.
9. To be entitled to attend and vote at the AGM (and for the purpose of the determination by the Company of the votes they may cast), shareholders must be registered in the register of members of the Company at 6.00pm on Tuesday, 5 May 2026 (or, in the event of any adjournment, on the date which is two days before the date of any adjourned meeting (excluding any part of a day that is not a working day)). Changes to the register of members of the Company after the relevant deadline shall be disregarded in determining the rights of any person to attend and vote at the meeting.
10. CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so 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 service provider(s) should refer to their CREST sponsor or voting service provider(s), who will be able to take the appropriate action on their behalf.
11. 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. 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 transmitted so as to be received by the Company's agent, Computershare Investor Services PLC (ID 3RA50), by 10.00am on Tuesday, 5 May 2026 (or, in the event of an adjournment, not less than 48 hours before the stated time of the adjourned meeting (excluding 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 Company'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.
12. CREST members and, where applicable, their CREST sponsors or voting service providers should note that Euroclear UK & International Limited does not make available special procedures in CREST for any particular message. Normal system timings and limitations will, therefore, apply in relation to the input of CREST Proxy Instructions. It is the responsibility of the CREST member concerned to take (or, if the CREST member is a CREST personal member or sponsored member or has appointed a voting service provider, to procure that their CREST sponsor or voting service provider(s) take(s)) 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 system providers are referred, in particular, to those sections of the CREST Manual concerning practical limitations of the CREST system and timings.
13. 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.
14. Any corporation which is a shareholder can appoint one or more corporate representatives who may exercise on its behalf all of its powers as a shareholder provided that they do not do so in relation to the same shares.
15. A corporation must execute the form of proxy under its common seal or the hand of a duly authorised officer or attorney. The power of attorney or authority (if any) should be returned with the form of proxy.
16. If you are an institutional investor, you 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. Your proxy must be lodged by 10.00am on Tuesday, 5 May 2026 to be considered valid. Before you can appoint a proxy via this process, you will need to have agreed to Proxymity's associated terms and conditions. It is important that you read these carefully as you will be bound by them, and they will govern the electronic appointment of your proxy.
17. In the case of joint holders, where more than one joint holder 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).
18. If a shareholder submits more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence. If the Company is unable to determine which appointment was received last, none of them will be treated as valid in respect of that share.
19. As at 16 March 2026, being the last practicable day prior to the date of this Notice of Meeting, the Company's issued share capital consisted of 48,027,082 ordinary shares, carrying one vote each. Therefore, the total voting rights in the Company as at that date are 48,027,082.

Important notes continued

20. Under section 527 of the Act, members meeting the threshold requirements set out in that section have the right to require the Company to publish on a website a statement setting out any matter relating to: (i) the audit of the Company's accounts (including the auditor's report and the conduct of the audit) that are to be laid before the AGM; or (ii) any circumstances connected with an auditor of the Company ceasing to hold office since the previous meeting at which the annual report and accounts were laid in accordance with section 437 of the Act. The Company may not require the shareholders requesting any such website publication to pay its expenses in complying with sections 527 or 528 of the Act. Where the Company is required to place a statement on a website under section 527 of the Act, it must forward the statement to the Company's auditors 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 Act to publish on a website.
21. Under section 338 and section 338A of the Act, members meeting the threshold requirements in those sections have the right to require the Company to: (i) give, to members of the Company entitled to receive notice of the meeting, notice of a resolution which may properly be moved and is intended to be moved at the meeting; and/or (ii) include in the business to be dealt with at the meeting 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 authorised by the person or persons making it, must be received by the Company by not later than 25 March 2026, being the date six clear weeks before the meeting, 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.
22. Any shareholder 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 preparation for 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.

Shareholder engagement is very important to the Board and the Company as a whole. Shareholders may also submit in advance any questions relating to the business of the AGM by email to cosec@morgansindall.com (marked for the attention of the General Counsel & Company Secretary). We will endeavour to publish any questions received before 10.00am on Tuesday, 5 May 2026,

and our responses to those questions, on our website (morgansindall.com/investors/annual-general-meeting) prior to the AGM. Following the AGM, we will publish the full set of questions received (including those received after 10.00am on Tuesday, 5 May 2026), and answers to those questions, on our website (morgansindall.com/investors/annual-general-meeting). However, we reserve the right to edit questions or not to respond where we consider it appropriate, taking account of our legal obligations.

Shareholders who have administrative queries about the AGM should contact the General Counsel & Company Secretary by email to cosec@morgansindall.com (marked for the attention of the General Counsel & Company Secretary) by no later than 10.00am on Wednesday, 6 May 2026.

23. The Company may process personal data of attendees at the AGM. This may include webcasts, photos, recordings and audio and video links, as well as other forms of personal data. The Company shall process such personal data in accordance with its privacy policy, which can be found on the Company's website at www.morgansindall.com/privacy.
24. A copy of this Notice of Meeting, and other information required by section 311A of the Act, can be found on the Company's website at morgansindall.com.
25. Any electronic address provided either in this Notice of Meeting or any related documents (including the form of proxy) may only be used for the limited purposes specified herein and not to communicate with the Company by electronic means or for any other more general purpose.
26. Shareholders wanting to register their bank/building society details for the payment of dividends should either:
- visit www.investorcentre.co.uk and register using their Shareholder Reference Number. An activation code may be sent in the post which will need to be entered to validate the account. Once logged in, go to Update My Details and click on Bank Instructions Update; or
 - telephone Computershare on 0370 707 1695.
27. The following documents will be available for inspection by prior appointment at the Company's registered office at Kent House, 14–17 Market Place, London, W1W 8AJ during normal business hours on any weekday (UK public holidays excluded) from the date of this Notice of Meeting until the time of the AGM, and at the place of the AGM from at least 15 minutes before the meeting and until it ends:
- copies of the executive directors' service contracts; and
 - copies of letters of appointment of the non-executive directors.

If you wish to review any of these documents, please email cosec@morgansindall.com (marked for the attention of the General Counsel & Company Secretary) to request an electronic copy or arrange a time to physically inspect the documents. Responses will be provided during normal working hours, Monday to Friday (excluding public holidays in the UK).

Biographies of directors

Peter Harrison N Chair (Resolution 5)

Independent: On appointment

Peter was appointed to the Board as a non-executive director and chair designate on 6 May 2025 and was appointed chair on 28 July 2025.

Skills, experience and contribution: Peter has spent his career in asset and wealth management, serving in both executive and non-executive roles. He was Group CEO at Schroders plc until November 2024, prior to which he was global head of investment. Prior to this he had leadership roles at RWC Partners, Deutsche Bank and JP Morgan. Peter has served as a non-executive director of various organisations, including The Investment Association (also as chair), FCLT Global, Greencoat Capital and Blue Orchard. He has served as a member of the Takeover Panel and on the advisory board of Antler, a venture capital firm.

The Board benefits from Peter's extensive experience in running a complex business including his expertise in capital markets, finance, governance, risk, technology, climate change and human resource management. His contribution assists the Group in pursuing its strategy, maximising the value of the business and delivering long-term sustainable value for all our stakeholders. Peter's leadership of the Board encourages open debate by all Board members and effective decision-making by drawing on each director's skills, experience and knowledge.

External appointments: Peter is a non-executive director and member of the audit and workplace and culture committees at Lazard Inc., and non-executive director at Marsh & McLennan Companies, Inc. He is also chair of Business in the Community and member of The Economy Honours Committee and the UK Capital Markets Industry Taskforce. During the year he served on the Advisory Board of the Water Commission.

John Morgan Chief Executive (Resolution 6)

John was appointed to the Board on 26 October 1994. He leads the Group, developing and implementing the strategy and policies approved by the Board, embedding values and culture, and driving inclusion and diversity throughout the business.

Skills, experience and contribution: John co-founded Morgan Lovell in 1977, which merged with William Sindall plc in 1994 to form Morgan Sindall Group plc. He instituted and champions the Group's decentralised business model that empowers the divisions to challenge the status quo and keep innovating and winning in their respective markets.

The Board benefits from John's in-depth knowledge and experience of property and construction. His significant leadership and people management skills continue to drive forward the Group's strategy to ensure quality of earnings and grow the business organically for the benefit of all our stakeholders. John is responsible for ensuring that career opportunities within the Group are accessible to people from a variety of backgrounds so that we can recruit the best people from a wide pool of talent.

External appointments: John does not currently hold any external appointments.

Kelly Gangotra Chief Financial Officer (Resolution 7) Chief Financial and Commercial Officer (with effect from 1 April 2026)

Kelly was appointed to the Board on 7 May 2024. She leads the Group's financial strategy and has overall responsibility for corporate reporting, finance, commercial, IT, ESG and responsible business, procurement, taxation and treasury. She contributes to the development and implementation of the strategy and policies approved by the Board and is chair of the risk committee.

Skills, experience and contribution: Kelly was the healthcare sector chief financial officer at Halma plc between 2022 and 2024. Prior to that, she was CFO for Skanska UK, having previously been finance director from 2012 to 2015 and executive vice president between 2015 and 2022.

The Board benefits from Kelly's extensive financial and commercial leadership experience in the construction and property sectors and her track record as a CFO working in a decentralised business. Her expertise supports the chief executive and the Board in maintaining the Group's financial resilience and strong balance sheet as the business continues to develop and grow.

External appointments: Kelly does not currently hold any external appointments.

David Lowden A N R Senior Independent Director (Resolution 8)

Independent: Yes

David was appointed to the Board as a non-executive director on 10 September 2018.

Skills, experience and contribution: David is a highly experienced non-executive director and chair of UK-listed companies in several sectors. He has experience in both financial and general management through his prior executive roles of finance director and chief executive at Taylor Nelson Sofres plc, where he supported growth and profitability through the efficient design of business operations and appropriate use of systems and processes. David's public board experience includes prior roles as chair of Page Group plc, chair of Huntsworth plc, chair of the audit and risk committee at William Hill plc, and chair of the audit committee at Cable & Wireless Worldwide plc.

David's strong strategic understanding and financial, marketing and commercial skills, gained through his many years' experience working in international businesses, are invaluable to the Board as the Group pursues its strategy for growth.

External appointments: David is currently chair of the board of Diploma plc and chair of the board of Capita plc, having previously been the senior independent director.

Board committees

- A Audit committee
- N Nomination committee
- R Remuneration committee
- Committee chair

Biographies of directors continued

Jen Tippin   

Non-executive Director (Resolution 9)

Independent: Yes

Jen was appointed to the Board as a non-executive director on 1 March 2020.

Skills, experience and contribution: Jen has extensive strategic and commercial experience developed through her career in financial services and in the engineering and airline sectors. She has wide experience in business leadership and transformation, human resources, efficiency, sourcing, supply chain management and property, together with a deep understanding of customer experience. Jen has previously been group chief operating officer for NatWest Group and has sat on the boards of City University, Lloyds Bank Corporate Markets, the Financial Services Skills Commission and Kent Community NHS Foundation Trust.

The Board benefits from Jen's strengths in consumer-facing markets, and her insights into IT, people and complex supply chain management are relevant to the Group's strategy to deliver long-term sustainable value to our stakeholders. Her knowledge and understanding of remuneration and related corporate governance issues enable her as chair of the remuneration committee to lead on the Group's remuneration philosophy to ensure that we motivate and retain executive directors of the calibre required to deliver our strategy.

External appointments: Jen is a non-executive director of HMRC, where she is chair of the customer service committee and a member of the nomination committee. She is also a member of the board of City HR Association Limited.

Sharon Fennessy  

Non-executive Director (Resolution 10)

Independent: Yes

Sharon was appointed to the Board as a non-executive director on 1 January 2024.

Skills, experience and contribution: Sharon is a fellow of the Institute of Chartered Accountants. She has an extensive background in corporate finance, treasury and investor relations. Sharon's previous experience includes John Lewis Partnership plc, where she was non-executive member of the risk and audit committee, and Diageo plc, where she was most recently group controller and prior to that head of investor relations, group treasurer and finance and strategy director for Western Europe. Before joining Diageo, Sharon held a number of senior finance leadership positions at Nortel Networks, in multiple locations across Europe and the US.

The Board benefits from Sharon's wide knowledge in finance, audit and treasury as well as her strong strategic and commercial experience.

External appointments: Sharon is currently appointed as a non-executive director and member of the remuneration and audit committees at Gowan Group Limited.

Mark Robson   

Non-executive Director (Resolution 11)

Independent: Yes





Mark was appointed to the Board as a non-executive director on 1 September 2024.

Skills, experience and contribution: Mark was the Group CFO at Howden Joinery Group plc for 16 years, where he also served as deputy CEO. His expertise in the City and corporate finance, in addition to his operational experience, was instrumental in driving the company's turnaround and exceptional value creation. He is highly experienced in leading complex changes involving mergers, demergers, flotations and joint ventures. Mark qualified as a chartered accountant with PwC. He gained extensive international experience earlier in his career as a CFO in various ICI businesses as well as with Delta plc, where he was Group CFO.

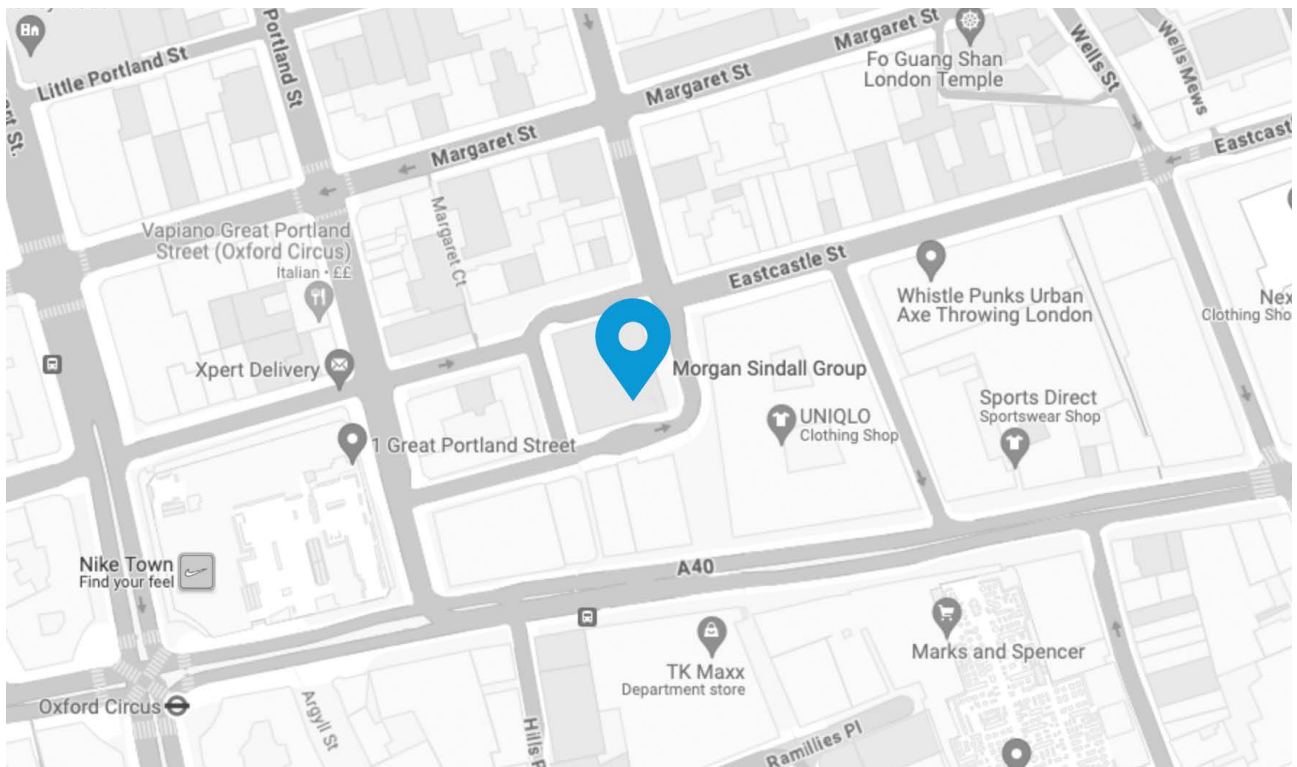
Mark's experience is key to maintaining the Group's strong balance sheet and growing order book. His ability to identify and execute profitable growth in competitive environments supports our strategy for the positive development of profit before tax based on an understanding of the dynamics and opportunities in our businesses.

External appointments: Mark is currently appointed as a non-executive director at Grafton plc, where he is chair of the audit and risk committee and a member of the nomination and remuneration committees.

Board committees

-  Audit committee
-  Nomination committee
-  Remuneration committee
-  Committee chair

Venue details and map



How to get to Kent House

Oxford Circus

(approximately 2-minute walk)

Bakerloo, Central and Victoria lines

Bond Street

(approximately 7-minute walk)

Central, Jubilee and Elizabeth lines

Tottenham Court Road

(approximately 7-minute walk)

Central, Northern and Elizabeth lines

MORGAN SINDALL GROUP

Morgan Sindall Group plc

Kent House
14-17 Market Place
London, W1W 8AJ

Company number: 00521970

✕ @morgansindall
morgansindall.com

