

THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION.

If you are in any doubt as to the action you should take, you are recommended to seek your own financial advice immediately from your stockbroker, bank manager, solicitor, accountant or other independent financial adviser authorised under the Financial Services and Markets Act 2000 if you are in the United Kingdom, or if you are outside the United Kingdom, from another appropriately authorised independent adviser.

24 April 2026

Dear Shareholder

Headlam Group plc
(‘Headlam’ or the ‘Company’)

Notice of Annual General Meeting

I am writing to you to advise you that the Company’s Notice of Annual General Meeting (‘AGM’) has now been published on the Company’s website at www.headlam.com

The AGM will be held at 10.00 am on Wednesday 20 May 2026 at our head office at Gorse Lane, Coleshill, Birmingham B46 1JU. We would be delighted to welcome shareholders in person to the meeting. To help prioritise safety and manage the numbers attending the AGM, we are asking that only shareholders or their duly nominated proxies attend the AGM in person.

The Board of Directors has taken the decision to continue to offer the option for shareholders to ask questions in advance of the proxy vote cut-off date of 10am Monday 18 May 2026. Should you wish to submit any questions relating to the business of the AGM, you may submit them by email to headlamgroup@headlam.com including your IVC (investor code) with AGM clearly shown in the subject field to arrive by no later than 5pm on Friday 15 May 2026. The Board will attempt to reply to any emails as soon as reasonably practicable. Responses will be made via return email or published on the Company’s website, as deemed appropriate by the Board of Directors.

The Company would like to encourage you to cast your proxy vote for the AGM electronically by registering an email address via the shareholder portal at uk.investorcentre.mpms.mufg.com or via proximity.io (if you are an institutional investor), or for CREST holders, via the CREST network. However, should you require a hard copy Form of Proxy please contact MUFG Corporate Markets at shareholderenquiries@cm.mpms.mufg.com or by calling 0371 664 0300* or +44 (0) 371 664 0300*, further details are contained within the Notice of AGM.

Yours faithfully

Alison Hughes
General Counsel & Company Secretary

* Calls are charged at the standard geographic rate and will vary by provider. Calls outside the United Kingdom will be charged at the applicable international rate. Lines are open between 09:00 – 17:30, Monday to Friday excluding public holidays in England and Wales.

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Registered Office: As above. Registered in England No. 00460129