

Notice of General Meeting

Notice is hereby given that a General Meeting of Aquila Services Group plc will be held at Tempus Wharf, 29A, Bermondsey Wall West, London, SE16 4SA on 22 December 2025 at 13:00, for the purpose of considering and, if thought fit, passing the following resolutions as ordinary resolutions.

The Directors of the Company have approved an Executive Incentive Scheme to be facilitated by the purchase of up to 4m of the Company's Ordinary Shares of 5p nominal value at a price of 13p (or the average price of independent transactions in the previous three months) which will be available for sale to the relevant executives subject to certain thresholds and conditions in future periods at the acquisition costs. Any such shares purchased but not allotted as set out above will be held in Treasury. Potential sellers of the ordinary shares have been informally identified but no agreements, subject to the passing of the resolution described below, have yet been put in place.

Ordinary Resolutions

1. THAT the Share Purchase Agreement produced to the meeting be and is hereby approved in accordance with section 694 of the Companies Act 2006, and that the Company be and is hereby authorised to enter into and carry out the Share Purchase Agreement on the terms set out in it.
2. THAT, in accordance with section 701 of the Companies Act 2006 and the Articles of Association of the Company, the Company be and is hereby authorised to purchase up to 4,000,000 of its own ordinary shares of 5p nominal value each at a price of 13p per share (or the average price of independent share transactions in last 3 months), on such terms and conditions as the directors may determine.
3. THAT the shares so purchased and in accordance with Section 694 of the Companies Act 2006 will be reported to shareholders as to the number and cost of those shares purchased at the Company's next AGM or earlier.
4. THAT the Directors of the Company are hereby authorised to enter into such contracts.

This authority shall expire at the conclusion of the next Annual General Meeting of the Company (or, if earlier, 18 months from the date of this resolution), unless renewed, varied or revoked by the Company in a General Meeting.

Notes:

1. A member entitled to attend and vote at the meeting is entitled to appoint a proxy (or proxies) to attend, speak and vote instead of him/her. A proxy need not be a member of the Company.
2. A form of proxy accompanies this notice. Forms of proxy, to be valid, must be delivered to the company's registrars, Neville Registrars Limited, Neville House, Steelpark Road, Halesowen B62 8HD in accordance with the instructions printed thereon, not less than 48 hours before the time set for the holding of the meeting.
3. A copy of the Share Purchase Agreement, together with this notice, will be available for inspection by members on the Company's website www.aquilaservicesgroup.co.uk at least 15 days prior to the meeting and at the meeting itself, in accordance with section 696 of the Companies Act 2006.
4. A vote withheld is not a vote in law, which means that the vote will not be counted in the calculation of votes for or against the resolution. If you either select the "Withheld" option or if no voting indication is given, your proxy will vote or abstain from voting at his or her discretion. Your proxy will vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the meeting.
5. As provided by Regulation 41 of the Uncertificated Securities Regulations 2001, only those members registered in the register of members of the company 48 hours before the time set for the meeting shall be entitled to attend and vote at the meeting in respect of the number of shares registered in their name at that time. Changes to entries on the relevant register of securities after that time shall be disregarded in determining the rights of any person to attend or vote at the meeting.
6. As at close of business on 26 November 2025 the company's issued share capital comprised 39,961,955 ordinary shares of 5 pence each. Each ordinary share carries the right to one vote at a general meeting of the company, and, therefore, the total number of voting rights in the company, excluding shares held in treasury, at close of business on 26 November 2025 was 39,312,955.

Registered office:

Tempus Wharf
29a Bermondsey Wall West
London
SE16 4SA

By order of the board

Claire Banks
Company Secretary

26 November 2025