



Attendance Card

The Annual General Meeting of FirstGroup plc to be held at 11.30 am on Thursday 30 July 2026 at Brewers' Hall, Aldermanbury Square, Barbican, London, EC2V 7HR

If you plan to attend the AGM of FirstGroup plc, please bring this card with you and present it at the registration point on arrival in order to assist admittance procedures.



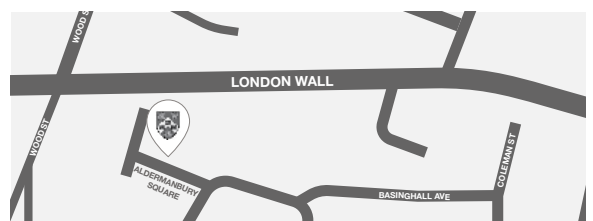
Notice of Availability

IMPORTANT – please read carefully

You can now access the Annual Report and Accounts for the financial year ended 28 March 2026 and Notice of AGM at www.firstgroupplc.com. You can also submit your proxy instructions online at www.shareview.co.uk (please refer to Explanatory Note 5).

This Form of Proxy is issued only to the addressee(s) and is specific to the unique designated account printed hereon. This personalised form is not transferable between (i) different account holders; or (ii) uniquely designated accounts. FirstGroup plc and Equiniti Limited accept no liability for any instruction that does not comply with these conditions.

Location map



Annual General Meeting to be held on Thursday 30 July 2026 at 11.30 am

Shareholder Reference Number

Shareholder barcode

Form of Proxy

FirstGroup plc – Annual General Meeting

Please indicate your vote by marking the appropriate boxes in black ink like this: ☒

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

For the appointment of more than one proxy, please refer to Explanatory Note 2.

I/We being (a) shareholder(s) of FirstGroup plc hereby appoint the Chair of the Annual General Meeting ('AGM') OR the following person

Name of proxy

Number of shares proxy is appointed over

Please leave these boxes blank if you wish to select the Chair of the AGM. Do not enter your own name(s).

as my/our proxy to exercise all or any of my/our rights to attend, speak and vote in respect of my/our voting entitlement (as indicated above) on my/our behalf at the AGM of FirstGroup plc to be held at Brewers' Hall, Aldermanbury Square, Barbican, London, EC2V 7HR on Thursday 30 July 2026 at 11.30 am and at any adjournment thereof.

Resolutions

Resolutions 1 to 14 (inclusive) and 18 will be proposed as ordinary resolutions and Resolutions 15 to 17 (inclusive), 19 and 20 will be proposed as special resolutions.

	For	Against	Vote Withheld		For	Against	Vote Withheld
1. To receive the Annual Report and Financial Statements for the 52 weeks ended 28 March 2026	☐	☐	☐	11. To re-elect Lena Wilson as a Director	☐	☐	☐
2. To approve the Directors' Annual Report on Remuneration	☐	☐	☐	12. To re-appoint PricewaterhouseCoopers LLP as auditors	☐	☐	☐
3. To declare a final dividend for the 52 weeks ended 28 March 2026	☐	☐	☐	13. To authorise the Directors to determine the remuneration of the auditors	☐	☐	☐
4. To re-elect Sally Cabrini as a Director	☐	☐	☐	14. To authorise the Directors to allot shares	☐	☐	☐
5. To re-elect Myrtle Dawes as a Director	☐	☐	☐	15. To authorise the Directors to disapply pre-emption rights*	☐	☐	☐
6. To re-elect Claire Hawkings as a Director	☐	☐	☐	16. To disapply pre-emption rights for acquisitions or other capital investments*	☐	☐	☐
7. To re-elect Jane Lodge as a Director	☐	☐	☐	17. To authorise the Directors to make market purchases of the Company's shares*	☐	☐	☐
8. To re-elect Peter Lynas as a Director	☐	☐	☐	18. To authorise the Company to make political donations and incur political expenditure	☐	☐	☐
9. To re-elect Ryan Mangold as a Director	☐	☐	☐	19. To authorise the calling of general meetings on 14 days' notice*	☐	☐	☐
10. To re-elect Graham Sutherland as a Director	☐	☐	☐	20. To authorise a reduction of the Company's share premium account*	☐	☐	☐

Intention to Attend

Please indicate if you wish to attend the AGM: ☐

I/We would like my/our proxy to vote on the resolutions proposed at the AGM as indicated on this Form of Proxy. Unless otherwise instructed the proxy may vote as they see fit or abstain in relation to any business of the AGM.

Signature

Date

In the case of a corporation, this Form of Proxy must be given under its common seal or be signed on its behalf by an attorney or officer duly authorised, stating their capacity (e.g. Director, Secretary).





Explanatory Notes:

1. Every shareholder has the right to appoint some other person(s) of their choice, who need not be a shareholder, as their proxy to exercise all or any of their rights, to attend, speak and vote on their behalf at the AGM. If you wish to appoint a person other than the Chair of the AGM, please insert the name of your chosen proxy holder in the space provided. If the proxy is being appointed in relation to less than your full voting entitlement, please enter in the box next to the proxy holder's name the number of shares in relation to which they are authorised to act as your proxy. If left blank, your proxy will be deemed to be authorised in respect of your full voting entitlement (or if this Form of Proxy has been issued in respect of a designated account for a shareholder, the full voting entitlement for that designated account).
2. To appoint more than one proxy, (an) additional Form(s) of Proxy may be obtained by contacting the Registrar's helpline on telephone number +44 (0) 371 384 2046. Telephone lines are open from 8.30am to 5.30pm, Monday to Friday (excluding public holidays in England and Wales). Alternatively, you may photocopy this form. Please indicate in the box next to the proxy holder's name the number of shares in relation to which they are authorised to act as your proxy. Please also indicate by ticking the appropriate box if the proxy instruction is one of multiple instructions being given. All forms must be signed and should be returned together in the same envelope.
3. The AGM will be held as a physical meeting. The shareholders are strongly encouraged to complete and return this Form of Proxy appointing the Chair of the meeting as their proxy or vote online in advance of the AGM to ensure their votes are counted.

Submitting a Form of Proxy will not prevent a shareholder from attending the AGM and voting in person where they are otherwise permitted to do so. A vote in person at the AGM will replace any vote previously lodged.

If you wish your proxy to cast your votes 'For' or 'Against' a resolution you may insert an 'x' in the appropriate box. If you do not wish your proxy to vote on any particular resolution, insert an 'x' in the 'Vote Withheld' box. The 'Vote Withheld' option overleaf is provided to enable you to abstain on any particular resolution. However, it should be noted that a 'Vote Withheld' is not a vote in law and will not be counted in the calculation of the proportion of the votes 'For' and 'Against' a resolution. If you do not indicate how your proxy is to vote, you will be deemed to have authorised your proxy to vote or withhold your vote as your proxy thinks fit. Your proxy will also be entitled to vote at their discretion.
4. Entitlement to attend and vote at the AGM, and the number of votes which may be cast at the AGM, will be determined by reference to the Register of Members of the Company at 6.30pm (UK time) on 28 July 2026 or, if the AGM is adjourned, 6.30pm on the date two business days prior to the adjourned AGM (as the case may be). In each case, changes to the Register of Members after such time will be disregarded.
5. You may, if you so wish, register the appointment of a proxy or proxies electronically by any of the following electronic methods:
 - (A) It is possible for you to submit your proxy votes online by going to Equiniti's Shareview website, www.shareview.co.uk, and logging in to your Shareview Portfolio. Once you have logged in, simply click 'View' on the 'My Investments' page and then click on the link to vote and follow the on-screen instructions. If you have not yet registered for a Shareview Portfolio, go to www.shareview.co.uk and enter the requested information. It is important that you register for a Shareview Portfolio with enough time to complete the registration and authentication processes.
 - (B) 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 11.30 am on 28 July 2026 in order 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.
 - (C) By giving an instruction to a proxy (whether previously appointed or otherwise) via the CREST system. CREST messages must be received by the issuer's agent (ID RA19) not later than 11.30 am on 28 July 2026. For this purpose, the time of receipt will be taken to be the time (as determined by the time stamp generated by the CREST system) from which the issuer's agent is able to retrieve the message. The Company may treat as invalid a proxy appointment sent by CREST in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.
 - (D) Electronic proxy appointments using these methods must be received by the Registrar no later than 11.30 am (UK time) on 28 July 2026 (or, in the event of any adjournment, so as to be received no later than 48 hours, excluding non-working days, before the time appointed for the AGM). A Form of Proxy lodged in this way will be invalid unless it is lodged at the address specified on Equiniti's website detailed above.
6. A corporation must execute this Form of Proxy under its common seal or under the hand of an authorised officer or attorney.
7. Voting at the AGM will be by way of a poll using a voting card facilitated by the Registrar.
8. The details overleaf show how your address appears on the Register of Members. If this information is incorrect please phone the Registrar's helpline on telephone number +44 (0) 371 384 2046. Telephone lines are open from 8.30am to 5.30pm, Monday to Friday (excluding public holidays in England and Wales) to request a change of address form.
9. The completion and return of this Form of Proxy will not preclude a member from attending and voting in person.

The completed Form of Proxy and any photocopies, together with the power of attorney or other authority (if any) under which it is signed or a copy of such authority certified notarially, must be completed and returned so as to be received by the Registrar, Equiniti of Highdown House, Yeoman Way, Worthing, West Sussex, BN99 6DA, to arrive no later than 11.30 am (UK time) on 28 July 2026.

