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If you have sold or transferred all of your ordinary shares in Victrex plc, please send this document and any other documents that accompany it as soon as possible to the purchaser or transferee or to the stockbroker, bank or other agent through whom the sale or transfer was effected for transmission to the purchaser or transferee. If you have sold or otherwise transferred only part of your holding, you should retain this document and its enclosures.

VICTREX PLC

(incorporated in England and Wales under company number 2793780)

NOTICE OF THE 2026 ANNUAL GENERAL MEETING

Notice of the 2026 Annual General Meeting of Victrex plc, to be held at 11 am on Friday 6 February 2026 at the offices of J.P. Morgan Cazenove, 1 John Carpenter Street, London EC4Y 0JP, is set out on pages 2 to 3 of this document. Your attention is drawn to the letter from the Chair on page 1 of this document.

Whether or not you propose to attend the meeting, please complete and submit a proxy appointment in accordance with the Notes to the Notice of the Annual General Meeting set out on pages 4 to 5. To be valid, the proxy appointment must be received at the address for delivery specified in the Notes by no later than 11 am on Wednesday 4 February 2026.

LETTER FROM THE CHAIR

To the holders of ordinary shares in Victrex plc (the 'Company')

22 December 2025

Dear Shareholder,

ANNUAL REPORT AND ACCOUNTS 2025 AND NOTICE OF THE 2026 ANNUAL GENERAL MEETING

I am pleased to inform you that the Company's Annual Report and Accounts 2025 and the Notice of the 2026 Annual General Meeting have now been published. If you requested a printed copy of the Annual Report and Accounts it is enclosed with this document; if you opted to receive it electronically or have been deemed to have consented to receiving documents and information electronically, please accept this letter as notification that the Company's Annual Report and Accounts 2025 has now been published on our website (www.victrexplc.com) and can be accessed via the Reports and Presentations section of the website.

This year's Annual General Meeting ('AGM') will be held at 11 am on Friday 6 February 2026 at the offices of J.P. Morgan Cazenove, 1 John Carpenter Street, London EC4Y 0JP. The formal Notice of AGM is set out on pages 2 to 3 of this document and contains the proposed resolutions. Explanatory notes to the business to be considered are set out in the Appendix to this document on pages 6 to 9.

VOTING AT THE AGM

This year I will once again be inviting you to vote on all resolutions at the AGM by way of a poll rather than on a show of hands. Poll voting is in line with practice widely adopted by UK public companies and provides a more transparent method of voting. It will result in a more accurate reflection of the views of shareholders by ensuring that every vote is recognised, including the votes of those shareholders who are unable to attend but who have appointed a proxy for the meeting. On a poll each shareholder has one vote for every share held.

BOARD EVOLUTION

Since the last Annual General Meeting, the Board has appointed James Routh as Chief Executive Officer, effective from 1 January 2026. James brings a wealth of significant leadership experience from international manufacturing and engineering-based businesses, all of which are directly aligned to Victrex's end markets. At this, his first AGM, James will be standing for election as a Director. The Board wishes to record its appreciation for Jakob Sigurdsson's leadership and service. The biographical details of all the Directors seeking election and re-election are detailed in this Notice of AGM on pages 6 to 8.

REMUNERATION REPORT AND REMUNERATION POLICY

This year we are presenting two resolutions on remuneration. The first is the approval of the remuneration report relating to the remuneration paid to Directors (Resolution 2). Further details are discussed within the Director's remuneration report on pages 107 to 116 of the Annual Report and Accounts 2025. The second is the approval of the remuneration policy (Resolution 3), which can be found on pages 98 to 106 of the Annual Report and Accounts 2025. Following a thorough review, and considering the forthcoming transition to a new Chief Executive Officer, we concluded that the current policy be rolled over with a number of minor amendments as a result of the updates included in the 2024 UK Corporate Governance Code and the additional flexibility afforded to companies in the Investment Association Principles of Remuneration 2024. Other changes are limited to minor modifications to wording to better reflect amendments to share plan rules and the practical operation of the policy. A summary of the changes are set out on page 98 to 99 of the Annual Report and Accounts 2025. The policy will remain under review to ensure it continues to align with the evolving needs of the business.

ACTION TO BE TAKEN

Notes 1 to 10 set out the procedures for your participation and voting.

RECOMMENDATION

The Directors consider that each of the proposed resolutions set out in the Notice of AGM is in the best interests of the Company and its shareholders as a whole and they unanimously recommend you vote in favour of them as they intend to do in respect of their own beneficial shareholdings (save in respect of those matters in which they are interested).

I look forward to seeing as many of you as possible at the AGM.

Yours faithfully

Dr Vivienne Cox DBE
Chair

VICTREX PLC NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 33rd Annual General Meeting ('AGM') of the members of Victrex plc (the 'Company') will be held at 11 am on Friday 6 February 2026 at the offices of J.P. Morgan Cazenove, 1 John Carpenter Street, London EC4Y 0JP, to transact the business set out below. Resolutions 1 to 16 will be proposed as Ordinary Resolutions and Resolutions 17 to 20 will be proposed as Special Resolutions.

ORDINARY RESOLUTIONS

Annual Report and Accounts

1. To receive the Company's audited financial statements and the Auditors' and Directors' reports for the year ended 30 September 2025.

Approval of the Directors' remuneration report

2. To approve the Directors' remuneration report (other than the part containing the Directors' remuneration policy) in the form set out in the Annual Report and Accounts for the year ended 30 September 2025.

Approval of the Directors' remuneration policy

3. To approve the Directors' remuneration policy (contained in the Directors' remuneration report) in the form set out in the Annual Report and Accounts for the year ended 30 September 2025.

Declaration of final dividend

4. To declare a final dividend of 46.14p per ordinary share in respect of the year ended 30 September 2025.

Election and re-election of Directors

5. To elect James Routh as a Director of the Company.
6. To re-elect Vivienne Cox as a Director of the Company.
7. To re-elect Janet Ashdown as a Director of the Company.
8. To re-elect Brendan Connolly as a Director of the Company.
9. To re-elect David Thomas as a Director of the Company.
10. To re-elect Ros Rivaz as a Director of the Company.
11. To re-elect Urmi Prasad Richardson as a Director of the Company.
12. To re-elect Ian Melling as a Director of the Company.

Re-appointment of the auditors

13. To re-appoint PricewaterhouseCoopers LLP as auditors of the Company until the conclusion of the next Annual General Meeting of the Company at which accounts are laid before the meeting.

Remuneration of the auditors

14. To authorise the Audit Committee, acting for and on behalf of the Board, to set the auditors' remuneration.

Political donations and expenditure

15. That, in accordance with sections 366 and 367 of the Companies Act 2006, the Company and all companies that are subsidiaries of the Company at any time during the period for which this resolution has effect are authorised, in aggregate, during the period beginning with the date of the passing of this resolution and ending on the conclusion of the next Annual General Meeting of the Company (unless such authority is previously renewed, varied or revoked by the Company in a general meeting), to:

- a) make political donations to political parties and/or independent election candidates not exceeding £12,500 in total;

- b) make political donations to political organisations other than political parties not exceeding £12,500 in total; and
- c) incur political expenditure not exceeding £12,500 in total, provided that the authorised sums referred to in paragraphs (a), (b) and (c) above may comprise one or more amounts in different currencies which, for the purposes of calculating that authorised sum, shall be converted into Pounds Sterling at such rate as the Board in its absolute discretion may determine to be appropriate.

For the purposes of this resolution the terms 'political donation', 'political parties', 'independent election candidates', 'political organisations' and 'political expenditure' shall have the meanings given by sections 363 to 365 of the Companies Act 2006.

Authority to allot shares

16. That the Directors are generally and unconditionally authorised in accordance with section 551 of the Companies Act 2006 to exercise all the powers of the Company to allot shares in the Company and to grant rights to subscribe for, or to convert any security into, shares in the Company:

- a) up to an aggregate nominal amount of £290,174 (such amount to be reduced by the aggregate nominal amount of any equity securities allotted or rights granted under paragraph (b) below in excess of such sum); and
- b) comprising equity securities (as defined in section 560(1) of the Companies Act 2006), up to an aggregate nominal amount of £580,347 (such amount to be reduced by the aggregate nominal amount of shares allotted or rights granted under paragraph (a) above) in connection with a rights issue (as defined in the UK Listing Rules published by the Financial Conduct Authority):
 - i) to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings; and
 - ii) to holders of other equity securities or as required by the rights of those securities as the Directors otherwise consider necessary,

and so that the Directors may impose any limits or restrictions and make any arrangements which they consider necessary or appropriate to deal with treasury shares, fractional entitlements, record dates, legal, regulatory or practical problems in, or under the laws of, any territory or the requirement of any regulatory body or stock exchange or any other matter, provided that this authority shall expire at the close of business on 31 March 2027 or, if earlier, at the conclusion of the Company's next Annual General Meeting, save that the Company may make any offers and enter into agreements before such expiry which would, or might, require shares to be allotted or rights to be granted after the authority expires and the Directors may allot shares or grant rights under any such offer or agreement as if the authority had not expired. All authorities vested in the Directors on the date of this Notice of AGM to allot shares or to grant rights that remain unexercised at the commencement of this meeting are revoked.

VICTREX PLC NOTICE OF ANNUAL GENERAL MEETING CONTINUED

SPECIAL RESOLUTIONS

Powers to allot a limited number of shares other than to existing shareholders

17. That, conditional upon Resolution 16 in this Notice of AGM being passed, the Directors are empowered to allot equity securities (as defined in section 560(1) of the Companies Act 2006) for cash under the authority given by that resolution (or by way of a sale of treasury shares), as if section 561 of the Companies Act 2006 did not apply to such allotment or sale, provided that such power is limited to:

- a) 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 16, 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 Directors otherwise consider necessary,

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

- b) the allotment of equity securities and/or sale of treasury shares (otherwise than under paragraph (a) above) up to a maximum aggregate nominal amount of £43,526.

Such power shall expire on the revocation or expiry (unless renewed) of the authority conferred on the Directors by Resolution 16 in this Notice of AGM, save that the Company may make offers, and enter into agreements, before such expiry which would, or might, require equity securities to be allotted (and/or treasury shares to be sold) after the power expires and the Directors may allot equity securities (and/or sell treasury shares) under any such offer or agreement as if the power had not expired.

18. That, conditional upon Resolution 16 in this Notice of AGM being passed and in addition to the power contained in Resolution 17, the Directors are empowered to allot equity securities (as defined in section 560(1) of the Companies Act 2006) for cash under the authority given by Resolution 16 (or by way of a sale of treasury shares), as if section 561 of the Companies Act 2006 did not apply to such allotment or sale, provided that such power is:

- a) limited to the allotment of equity securities and/or sale of treasury shares up to a maximum aggregate nominal amount of £43,526; and
- b) used only for the purposes of financing (or refinancing, if the power is to be used within 12 months after the date of the original transaction) a transaction which the Directors determine 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 AGM.

Such power shall expire on the revocation or expiry (unless renewed) of the authority conferred on the Directors by Resolution 16 in this Notice of AGM, save that the Company may make offers, and enter into agreements, before such expiry, which would, or might, require equity securities to be allotted (and/or treasury shares to be sold) after the power expires and the Directors may allot equity securities (and/or sell treasury shares) under any such offer or agreement as if the power had not expired.

Authority to purchase own shares

19. That the Company is authorised generally and unconditionally pursuant to section 701 of the Companies Act 2006 to make one or more market purchases (as defined in section 693(4) of the Companies Act 2006) of its ordinary shares in the capital of the Company ('Ordinary Shares'), provided that:

- a) the maximum aggregate number of Ordinary Shares hereby authorised to be purchased is 8,705,210;
- b) the maximum price (exclusive of expenses) which may be paid for an Ordinary Share shall be an amount equal to the higher of:
 - i) 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 bid for an Ordinary Share on the trading venue where the purchase is carried out at the relevant time;
- c) the minimum price (exclusive of expenses) which may be paid for an Ordinary Share is its nominal value; and
- d) such authority shall expire at the close of business on 31 March 2027 or, if earlier, at the conclusion of the Company's next Annual General Meeting, but so that the Company may, before such authority expires, enter into a contract under which a purchase of Ordinary Shares may be completed or executed wholly or partly after the authority expires and the Company may purchase Ordinary Shares in pursuance of such contract as if the authority had not expired.

Authority to call general meetings (other than Annual General Meetings) on not less than 14 clear days' notice

20. That a general meeting of the Company, other than an Annual General Meeting, may be called on not less than 14 clear days' notice.

By order of the Board

Jane Brisley

Company Secretary
22 December 2025

Registered office:
Victrex Technology Centre
Hillhouse International
Thornton Cleveleys
Lancashire FY5 4QD
Registered in England and Wales
2793780

NOTES

1. A member who is entitled to attend and vote at the AGM is entitled to appoint another person, or two or more persons in respect of different shares held by him/her, as his/her proxy to exercise all or any of his/her rights to attend, speak and vote at the meeting. A proxy need not be a member of the Company.
2. To be entitled to attend and vote at the AGM (and for the purposes of determining the number of votes that may be cast), a member must be registered in the Register of Members of the Company as the holder of ordinary shares at 6.30 pm (UK time) on Wednesday 4 February 2026 (or, in the event of any adjournment, at 6.30 pm (UK time) on the day two business days prior to the adjourned meeting). Changes to the Register of Members after the relevant deadline shall be disregarded in determining the rights of any person to attend and vote at the AGM.
3. A member wishing to attend and vote at the AGM in person should arrive prior to the time fixed for its commencement. A member that is a corporation can only attend and vote at the meeting in person through one or more representatives appointed in accordance with section 323 of the Companies Act 2006. Any such representative should bring to the meeting written evidence of his or her appointment, such as a certified copy of a board resolution of, or a letter from, the corporation concerned confirming the appointment. Any member wishing to vote at the AGM without attending in person or (in the case of a corporation) through its duly appointed representative must appoint a proxy to do so.
4. A hard copy form of proxy ('Form of Proxy') which may be used to appoint a proxy and give instructions accompanies this Notice. To be valid, a Form of Proxy must be delivered to the Company's Registrar, Equiniti, at Aspect House, Spencer Road, Lancing, West Sussex BN99 6DA, so as to be received by no later than 11 am (UK time) on Wednesday 4 February 2026. Alternatively, members may appoint a proxy online by following the instructions in note 5 below. Members who hold their shares in uncertificated form may also use the CREST voting service to appoint a proxy electronically as explained in notes 6 to 8 below. A member who is an institutional investor may also appoint a proxy electronically via the Proximity platform in accordance with note 9 below. The return of a completed Form of Proxy, an electronic proxy appointment instruction or any CREST Proxy Instruction will not prevent a member attending the AGM and voting in person if he/she wishes to do so. Any power of attorney or other authority under which an appointment of proxy is signed or authenticated (or a copy certified in accordance with the Powers of Attorney Act 1971 (as amended) of that power or authority) must, unless previously registered with the Company, be received at the relevant address specified in these notes for receipt of such proxy appointment by the latest time indicated for receipt of such proxy appointment.
5. A member may appoint a proxy and give voting instructions online by going to Equiniti's Shareview website, www.shareview.co.uk, and logging in to his/her Shareview Portfolio. Once logged in, the appointing member should simply click 'View' on the 'My Investments' page and then click on the link to vote and follow the on-screen instructions. A member who has not yet registered for a Shareview Portfolio should go to www.shareview.co.uk and enter the requested information. It is important that a member registers for a Shareview Portfolio with enough time to complete the registration and authentication processes before the proxy appointment deadline. To be a valid proxy appointment, the member's electronic message confirming the details of the appointment completed in accordance with the relevant instructions must be transmitted so as to be received by no later than 11 am (UK time) on Wednesday 4 February 2026.
6. 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 available via www.euroclear.com. 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.
7. 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 issuer's agent, Equiniti (ID RA19), by no later than 11 am (UK time) on Wednesday 4 February 2026. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp 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.
8. 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 his/her 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. 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 (as amended).
9. A member who is an institutional investor may be able to appoint a proxy and give voting instructions electronically via the Proximity platform, a process which has been agreed by the Company and approved by the Registrar. Further information regarding Proximity can be found at www.proximity.io. A member's proxy appointment must be received by no later than 11 am (UK time) on Wednesday 4 February 2026 in order to be considered valid. Before a proxy can be appointed via this process, the appointing member will need to have agreed to Proximity's associated terms and conditions. It is important that the appointing member reads these carefully as the member will be bound by them, and they will govern the electronic appointment of the proxy.

VICTREX PLC NOTICE OF ANNUAL GENERAL MEETING CONTINUED

NOTES CONTINUED

10. Any person to whom this Notice is sent who is a person nominated under section 146 of the Companies Act 2006 to enjoy information rights (a 'Nominated Person') may, under an agreement between him/her and the member by whom he/she was 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, he/she may, under any such agreement, have a right to give instructions to the member as to the exercise of voting rights.

The statement of the rights of members in relation to the appointment of proxies in note 1 above does not apply to Nominated Persons. Such rights can only be exercised by members of the Company.

11. As at 9 December 2025 (being the latest practicable date prior to the publication of this document) the Company's issued share capital consisted of 87,052,107 ordinary shares, carrying one vote each. Therefore, the total voting rights in the Company as at 9 December 2025 were 87,052,107. There were no shares in treasury as at that date.

12. Under section 527 of the Companies Act 2006, 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:

- a) the audit of the Company's financial statements (including the Auditors' report and the conduct of the audit) that are to be laid before the AGM; or
- b) any circumstance connected with auditors of the Company ceasing to hold office since the previous meeting at which Annual Reports were laid in accordance with section 437 of the Companies Act 2006.

The Company may not require the members requesting any such website publication to pay its expenses in complying with sections 527 or 528 of the Companies Act 2006. Where the Company is required to place a statement on a website under section 527 of the Companies Act 2006, it must forward the statement to the Company's auditors not 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 Companies Act 2006 to publish on a website.

13. Each member attending the AGM has the right to ask questions relating to the business of the meeting which, in accordance with section 319A of the Companies Act 2006 and subject to some exceptions, the Company must cause to be answered. Members who wish to ask questions relating to the business of the meeting can also do so by sending them in advance of the meeting to ir@victrex.com.

14. A copy of this Notice, and other information required by section 311A of the Companies Act 2006, can be found at www.victrexplc.com.

15. All resolutions in this Notice will be put to the vote on a poll at the AGM, as permitted by the Company's Articles of Association. On a poll, each member has one vote for every share held, which results in a more accurate reflection of the view of members.

16. Personal data provided by members at or in relation to the AGM (including, for example, names, contact details, votes and Shareholder Reference Numbers) will be processed in line with the Company's privacy policy, which can be accessed here: www.victrex.com/en/privacy-policy.

17. Except as provided above, members who have general queries about the meeting should email the General Counsel & Company Secretary at cossec@victrex.com or ir@victrex.com (no other methods of communication will be accepted). A member may not use any electronic address provided in either this Notice of AGM or any related documents (including the Form of Proxy) to communicate with the Company for any purpose other than those expressly stated.

APPENDIX

EXPLANATORY NOTES

RESOLUTION 1 – ANNUAL REPORT AND ACCOUNTS

The Companies Act 2006 requires the directors of a public company to lay its annual report and accounts before the company in general meeting. The Annual Report and Accounts comprises the audited financial statements, the Auditors' report, the Strategic report, the Directors' report and the Directors' remuneration report. In accordance with best practice, the Company proposes a resolution on its Annual Report and Accounts for the year ended 30 September 2025 (the 'Annual Report 2025'). This Ordinary Resolution will provide members with the opportunity to ask questions on the contents of the Annual Report 2025.

RESOLUTION 2 – APPROVAL OF THE DIRECTORS' REMUNERATION REPORT

In accordance with the Companies Act 2006, the Company proposes an Ordinary Resolution to approve the Directors' remuneration report for the financial year ended 30 September 2025. The Directors' remuneration report is set out on pages 95 to 116 of the Annual Report 2025 and, for the purposes of this resolution, does not include the parts of the Directors' remuneration report containing the Directors' remuneration policy which is set out on pages 98 to 106. The vote on this resolution is advisory only and the Directors' entitlement to remuneration is not conditional on it being passed.

RESOLUTION 3 – APPROVAL OF THE DIRECTORS' REMUNERATION POLICY

The Companies Act 2006 requires the Company to obtain shareholder approval of its Directors' remuneration policy at least every three years unless there is a change in the approved policy within the three-year period. The Directors' remuneration policy was last approved by shareholders at the 2023 Annual General Meeting.

In reviewing the remuneration policy, the Remuneration Committee sought to ensure that it continues to remain fit for purpose and to support the Company's strategic objectives over both the short and long-term. The review considered external market conditions, evolving best practice, and stakeholder perspectives, including alignment across the wider workforce and the cascade of remuneration throughout the business as well as the CEO transition. The proposed policy represents a continuation of the current framework, with a number of targeted amendments. These changes respond to developments in the 2024 UK Corporate Governance Code and the enhanced flexibility introduced by the Investment Association's 2024 Principles of Remuneration. Other updates are limited to minor wording adjustments to better reflect changes to share plan rules and the practical operation of the policy. The Committee remains confident the policy applies consistent pay principles across the Company, supports the delivery of the Company's purpose, reinforces performance in line with the culture, values and behaviours and drives long-term success for the benefit of key stakeholders.

Subject to shareholder approval at the AGM on 6 February 2026, the revised policy will apply for a three-year period. A summary of the new remuneration policy is available on pages 98 to 99 of the Annual Report 2025.

RESOLUTION 4 – DECLARATION OF FINAL DIVIDEND

A final dividend of 46.14p per ordinary share has been recommended by the Directors for the year ended 30 September 2025. In accordance with the requirements of HM Revenue & Customs, all dividends are declared and paid net of income tax at the standard rate. If approved, the final dividend will be paid on 27 February 2026 to shareholders on the Register of Members at the close of business on 30 January 2026.

RESOLUTIONS 5 TO 12 – ELECTION AND RE-ELECTION OF DIRECTORS

Resolutions 5 to 12 relate to the election and re-election of the Company's Directors.

The Company's Articles of Association (the 'Articles') provide that any Director in office (on a date specified by the Board) who was appointed since the date of the Company's previous Annual General Meeting is to be proposed for election at the next Annual General Meeting.

James Routh was appointed as Chief Executive Officer with effect from 1 January 2026. Accordingly, James Routh will retire from office at the AGM and will seek election by the shareholders for the first time.

The Articles also provide that any Director who has not been elected or re-elected at one of the Company's previous two Annual General Meetings is to be proposed for re-election at the next Annual General Meeting. Notwithstanding this provision, the Board has decided that (in accordance with the recommendations of the UK Corporate Governance Code and as permitted by the Articles) all of the Company's other Directors as at the date of this Notice of AGM will seek re-election by shareholders.

The Chair confirms that, following individual performance review (as referred to on page 80 of the Annual Report 2025), each Director standing for re-election continues to contribute effectively to the Board and to demonstrate commitment to the role (including commitment of time for Board and Board Committee meetings).

The biographical details, skills and experience of each Director standing for election or re-election are set out below:

Dr James Routh, Chief Executive Officer

James Routh was appointed to the Board with effect from 1 January 2026 and is the Chief Executive Officer.

James brings over 30 years of international experience in engineering and senior leadership across sectors including transportation, aerospace, defence and general industrial. Prior to joining Victrex, he served as Chief Executive Officer of AB Dynamics plc, where he delivered a substantial growth in revenue and operating profit through both organic and inorganic growth initiatives. Before that, he was Group Managing Director at Diploma plc, a FTSE 100 company, delivering successful international acquisitions. Earlier in his career James held senior engineering roles predominantly in the aerospace and defence industry, including Chemring Group plc and Cobham plc. James holds a PhD in engineering, is a Chartered Mechanical Engineer and a Fellow of the Institution of Mechanical Engineers.

James is a Non-executive Director and Senior Independent Director at Tracsis plc.

James has more than 30 years' experience across international companies serving end markets aligned to Victrex, including transportation, aerospace and defence. With a proven history of implementing new technologies for commercial success, he has helped to deliver attractive top and bottom-line growth.

APPENDIX CONTINUED

EXPLANATORY NOTES CONTINUED

RESOLUTIONS 5 TO 12 – ELECTION AND RE-ELECTION OF DIRECTORS CONTINUED

Dr Vivienne Cox DBE, Non-executive Chair

Vivienne Cox was appointed to the Board on 1 December 2021, becoming Chair on 11 February 2022. She also chairs the Nomination and Corporate Responsibility Committees.

Vivienne brings over 40 years' of executive and non-executive experience, with a particular focus on sustainability, innovation and alternative energy. She held senior roles at bp plc and has served on boards including Eurotunnel plc, BG Group plc, Rio Tinto plc, Pearson plc, GSK and Stena AB in Sweden and was chair of Vallourec SA and Climate Change Capital. Vivienne was honoured with a CBE in 2016 and a DBE in 2022 for her contributions to sustainability, diversity, and inclusion. Vivienne holds an MA (Oxon) in chemistry, an MBA from INSEAD, and honorary doctorates from Hull and Hertfordshire.

Vivienne is a non-executive director at Haleon plc (audit and risk, remuneration and sustainability committees; workforce engagement director), non-executive director of Venterra Group plc (a privately owned company) and chair of the Rosalind Franklin Institute (until December 2025).

Vivienne's deep governance, board and sector expertise, combined with her leadership in sustainability and diversity, supports strong and effective Board leadership.

Ms Janet Ashdown, Non-executive Director

Janet Ashdown was appointed to the Board as a Non-executive Director in February 2018 and chairs the Remuneration Committee.

Janet has over 30 years' experience in the international energy sector, working across the value chain from customer facing through to manufacturing in increasingly senior roles. Janet had a distinguished career at bp plc for 30 years where her final role was head of the UK fuels business unit. From 2010 to 2012, she served as CEO of Harvest Energy, an international private equity backed business. Janet also brings more than a decade of board-level experience having served as a non-executive director at SIG plc, Coventry Building Society and Marshalls plc and as chair of the projects & programs committee of the Nuclear Decommissioning Authority.

Janet is a non-executive director, chair of the remuneration committee and chair of the corporate sustainability committee of RHI Magnesita NV, non-executive director of Stolt-Nielsen Norway Limited and senior independent non-executive director of Synthomer plc.

Janet has extensive international executive and non-executive experience. She has experience of chairing remuneration committees across different sectors for over 10 years and has now been chairing sustainability committees for over five years.

Mr Brendan Connolly, Non-executive Director

Brendan Connolly was appointed to the Board as a Non-executive Director in February 2018.

Brendan has over 35 years' experience in the international oil and gas industry having held a number of senior executive roles. Brendan was a senior executive at Intertek Group plc and had previously been CEO of Moody International (acquired by Intertek in 2011). Prior to Moody, Brendan was managing director of Atos Origin UK. Brendan has also held board positions, including senior independent director and chair of the remuneration committee of Synthomer plc, and as an independent director on the board of Applus Services SA until June 2024.

Brendan is a non-executive director of Pepco Group N.V.

With extensive executive and non-executive experience, Brendan brings operational, commercial and strategic expertise and insights; his role as the designated Non-executive Director for Workforce Engagement enhances the Board's understanding of the views of employees and the culture of the Company.

Mr David Thomas, Non-executive Director

David Thomas was appointed to the Board as a Non-executive Director in May 2018 and chairs the Audit Committee.

David is a member of the Institute of Chartered Accountants of England and Wales with extensive experience in finance across listed companies, as both a senior executive and an audit professional. He served as CFO at Invensys plc from 2011 until his retirement in 2014, having held senior roles within the business since 2002. Prior to that, he was a senior partner at Ernst & Young, specialising in long-term industrial contracting businesses, and was a member of the Auditing Standards Board. Until May 2023 he was interim chair of Dialight plc as well as chair of the nomination committee, having previously served as senior independent director and chair of the audit committee.

David contributes his expertise in finance and his understanding of the investment community and regulators as both a Board member and Chair of the Audit Committee, as well as his industry knowledge to enhance the risk lens for Board decision making.

Dr Ros Rivaz, Senior Independent Director

Ros Rivaz was appointed to the Board as a Non-executive Director and the Senior Independent Director in May 2020.

Ros has nearly 30 years' of international executive experience in the engineering, manufacturing and chemicals industries with deep expertise in supply chain management, logistics, manufacturing, IT, procurement and systems. She has held senior executive roles at Exxon, Tate & Lyle, ICI, Diageo and Premier Foods and served as global chief operating officer at Smith & Nephew from 2011 to 2014. Her non-executive roles include ConvaTec plc, RPC Group plc, Boparan Holdings Limited, Rexam plc and CEVA Logistics AG. She chaired the Nuclear Decommissioning Authority and served on the Ministry of Defence equipment and support board. Until September 2024, Ros was SID, employee engagement director and chair of the remuneration committee of Computacenter plc. She holds a BSc (Hons) in Chemistry and an honorary doctorate from Southampton University.

Ros is the lead independent director of Aperam SA and chair at privately owned Anglian Water.

Ros' strong executive and non-executive track record, particularly in the medical sector, supports growth and strengthens the Chair in her SID role.

Ms Urmi Prasad Richardson, Non-executive Director

Urmi was appointed to the Board as a Non-executive Director in May 2024.

Urmi has over 25 years' of global experience in executive and non-executive roles with a particular focus on life sciences, biotechnology, medical and innovation-based business. Urmi began her career with G.D. Searle (a Pfizer company) and has held leadership roles across Europe, the US and Asia-Pacific. Her executive career includes senior positions at Linde Group, where she was global head of healthcare, Novartis vaccines & diagnostics, and Foundation Medicine (a Roche company) and until September 2025 President EMEA of Thermo Fisher Scientific.

Urmi has extensive global experience in strategy, business development, commercial operations and product commercialisation in Europe, the Middle East, Africa, Asia and the Americas. Her wealth of relevant experience in medical and science-based innovation will be valuable as Victrex unlocks the true potential of its Medical business.

Mr Ian Melling, Chief Financial Officer

Ian Melling was appointed to the Board in July 2022 and is the Chief Financial Officer.

Ian held the role of senior vice president, corporate finance and R&D for Smith & Nephew plc, the medical technology company, having served as interim chief financial officer during 2020. Ian has worked in several senior finance roles in the UK and internationally for Smith & Nephew, including those with divisional and functional responsibility; having joined the group in 2006 he was senior vice president, group finance for five years until October 2021. Ian started his career and qualified as a Chartered Accountant at Deloitte LLP and holds a first class Master's degree in chemistry from Oxford University.

Ian is a member of the UK Endorsement Board Preparer Advisory Group.

Ian contributes his significant financial experience as well as his background in the medical device sector which is relevant to the Company's growth plans.

RESOLUTIONS 13 AND 14 – RE-APPOINTMENT AND REMUNERATION OF THE AUDITORS

At each meeting at which the Annual Report and Accounts are laid, the Company is required under the Companies Act 2006 to appoint auditors to serve until the next such meeting. PricewaterhouseCoopers LLP ('PwC') have indicated their willingness to continue as the Company's auditors. The Audit Committee has recommended to the Board, and the Board now proposes to shareholders, that PwC be re-appointed. The Audit Committee has confirmed to the Board that its recommendation is free from third-party influence and that no restrictive contractual provisions have been imposed on the Company limiting its choice of auditors. Resolution 13 therefore proposes PwC's re-appointment as auditors to hold office until the Company's next Annual General Meeting at which its accounts are laid before shareholders. Resolution 14 authorises the Audit Committee to set the auditors' remuneration. Under the Competition and Markets Authority's Statutory Audit Services Order, the Audit Committee has specific responsibility for negotiating and agreeing the statutory audit fee for and on behalf of the Board. Details of the remuneration paid to the auditors during the last financial year and details of how the effectiveness and independence of the auditors are monitored and assessed can be found on pages 141 and 90 to 91 of the Annual Report 2025.

RESOLUTION 15 – POLITICAL DONATIONS AND EXPENDITURE

Subject to limited exceptions, part 14 of the Companies Act 2006 imposes restrictions on companies making political donations to any political party or other political organisation or to any independent election candidate or incurring political expenditure unless they have been authorised to do so at a general meeting.

It has always been the Company's policy that it does not make political donations nor incur political expenditure either directly or through any subsidiary. This remains the case. Nevertheless, the Companies Act 2006 includes broad and ambiguous definitions of the terms 'political donations' and 'political expenditure' which may apply to some normal business activities which would not generally be considered to be political in nature.

As in previous years, the Board considers that it would be prudent to obtain shareholder approval to make donations to political parties, political organisations and independent election candidates and to incur political expenditure up to the limit specified in the resolution. As is common practice among many UK public companies, this authority is sought as a precautionary measure to guard against any inadvertent breach of the statutory restrictions by the Company or its subsidiaries. The Board confirms that it has no intention of making any political donations, incurring political expenditure nor entering into party political activities.

RESOLUTION 16 – AUTHORITY TO ALLOT SHARES

The Directors currently have a general authority to allot shares or grant rights to subscribe for, or to convert any securities into, shares in the Company. This authority is, however, due to expire at the conclusion of the AGM. Accordingly, the Board would like to seek a new authority to provide the Directors with the flexibility to allot new shares and grant rights up until the Company's next Annual General Meeting within the limits prescribed by the Investment Association.

The Investment Association's Share Capital Management Guidelines (revised in February 2023) state that the Association's members will regard as routine any proposal at a general meeting to seek a general authority to allot an amount up to two thirds of the existing share capital, provided that any amount in excess of one third of the existing share capital is applied to fully pre-emptive offers only. Under the previous iteration of the Investment Association's Guidelines, such excess was limited to fully pre-emptive rights issues only. The Board has considered the change in the Association's Guidelines again this year and has concluded that, for the time being, it is in the best interests of the Company and its shareholders to continue to seek an allotment authority similar in scope as that sought in previous years. Accordingly, the proposed authority will allow the Directors to allot ordinary shares in the Company ('Ordinary Shares') or grant rights to subscribe for, or convert any securities into. Ordinary Shares in any circumstances up to a maximum aggregate nominal amount of £290,174, being approximately, but not exceeding, one third of the issued share capital as at 9 December 2025 (the latest practicable date before the publication of this document). In addition, it will allow the Directors to allot (or grant rights over) new Ordinary Shares, in the case of a rights issue only, up to an additional maximum aggregate nominal amount of £290,174, being approximately, but not exceeding, one third of the Company's existing issued share capital.

The Directors have no current intention of exercising this authority; however, the Board considers it prudent to maintain the flexibility that it provides to enable the Directors to respond to any appropriate opportunities that may arise. If passed, this authority will expire at the close of business on 31 March 2027 or, if earlier, at the conclusion of the Company's next Annual General Meeting. The Company held no treasury shares as at 9 December 2025.

RESOLUTIONS 17 AND 18 – POWERS TO ALLOT A LIMITED NUMBER OF SHARES OTHER THAN TO EXISTING SHAREHOLDERS

Under the Companies Act 2006, when shares are issued for cash, they normally have to be offered first to existing shareholders in proportion to their current shareholding. Section 570 of the Companies Act 2006, however, permits the disapplication of such pre-emption rights. Accordingly, Resolutions 17 and 18 seek the disapplication of statutory pre-emption rights in specific circumstances.

In November 2022, the Pre-Emption Group revised its Statement of Principles on the Disapplication of Pre-Emption Rights. The revised Principles made a number of changes designed to improve capital raising processes for publicly traded companies by, among other matters, increasing the 'routine' disapplication thresholds and introducing new supplemental disapplication thresholds.

The Principles provide that a company may seek power to issue, on a non-pre-emptive basis, shares for cash in any one year representing: (i) no more than 10% (previously 5%) of the company's issued ordinary share capital for use in any circumstances; and (ii) no more than an additional 10% (previously 5%) of the company's issued ordinary share capital provided that such additional power is only used in connection with an acquisition or specified capital investment which is announced contemporaneously with the issue, or which has taken place in the preceding 12-month period (previously 6 months) and is disclosed in the announcement of the issue.

APPENDIX CONTINUED

EXPLANATORY NOTES CONTINUED

RESOLUTIONS 17 AND 18 – POWERS TO ALLOT A LIMITED NUMBER OF SHARES OTHER THAN TO EXISTING SHAREHOLDERS CONTINUED

The Principles also provide that, in both cases (i) and (ii) outlined above, a company may now seek a further power to issue, on a non-pre-emptive basis, shares for cash representing no more than 2% of the company's issued ordinary share capital for the purposes of making a 'follow-on' offer (being an offer of a kind contemplated by the Principles) to certain retail investors and existing shareholders.

The Board has, once again this year, carefully considered the increased and supplemental thresholds available under the revised Principles, and has concluded that, for the time being, it is in the best interests of the Company and its shareholders to continue to seek disapplication powers similar in both scope and level to those sought by the Company in previous years. Accordingly, Resolution 17 is proposed as a Special Resolution. If this resolution is passed, it will enable the Directors to allot shares (and/or sell treasury shares) for cash free from statutory pre-emption rights: (i) in connection with a rights issue, open offer or other pre-emptive offer; and (ii) otherwise than in connection with any such offer, up to a maximum aggregate nominal amount of £43,526. This amount represents approximately 5% of the issued ordinary share capital as at 9 December 2025 (being the latest practicable date before the publication of this document). This resolution will permit the Directors to allot shares (and/or sell shares out of treasury) for cash on a non-pre-emptive basis, up to the specified 5% level, in any circumstances (whether or not in connection with an acquisition or specified capital investment).

Resolution 18 is in addition to Resolution 17 and will also be proposed as a Special Resolution in line with best practice. If this resolution is passed, it will enable the Directors to allot shares (and/or sell shares out of treasury) for cash free from statutory pre-emption rights up to a further maximum nominal amount of £43,526. This amount also represents approximately 5% of the issued ordinary share capital. The Board shall use the power conferred by this resolution only in connection with either an acquisition or a specified capital investment which is announced contemporaneously with the issue, or which has taken place in the preceding 12-month period (previously 6 months) and is disclosed in the announcement of the issue.

The Directors have no current intention of exercising these powers if granted, but believe that it is in the best interests of the Company and its shareholders to have the flexibility, in the circumstances outlined, to allot shares and/or to sell treasury shares for cash free from statutory pre-emption rights. The Board confirms that, in exercising these powers, it will follow the shareholder protections and features set out in Part 2B of the Principles.

RESOLUTION 19 – AUTHORITY TO PURCHASE OWN SHARES

In certain circumstances, it might be advantageous to the Company to purchase its own shares. Resolution 19 will be proposed as a Special Resolution. If passed, it will authorise the Company to make market purchases of its own ordinary shares up until the close of business on 31 March 2027 or, if earlier, the conclusion of the Company's next Annual General Meeting, subject to specific conditions relating to price and volume.

The proposed resolution specifies the maximum aggregate number of shares which may be acquired (approximately 10% of the Company's issued ordinary share capital as at 9 December 2025 (the latest practicable date before the publication of this document)) and the maximum and minimum prices at which shares may be bought.

The Directors intend to use the authority only if, in light of market conditions prevailing at the time, they believe that the effect of such purchase would result in an increase in earnings per share and would be in the best interests of the Company and its shareholders generally. Other investment opportunities, appropriate gearing levels and the overall position of the Company will be taken into account in reaching such a decision. Any shares purchased in this way will either be cancelled and the number of shares in issue will be reduced accordingly, or be held as treasury shares depending on which course of action is considered by the Directors to be in the best interests of the shareholders at that time. Shares held as treasury shares can in the future be cancelled, resold or used to provide shares for employee share schemes. The Company did not have any ordinary shares in treasury as at 9 December 2025.

As at 9 December 2025, options over a total of 2,967,183 ordinary shares were outstanding and not exercised. That number of ordinary shares represented 3.41% of the Company's issued ordinary share capital at 9 December 2025. It would represent 3.79% of the issued ordinary share capital at that date if the full authority to buy the Company's own shares (existing and now being sought) were to be used.

RESOLUTION 20 – AUTHORITY TO CALL GENERAL MEETINGS (OTHER THAN ANNUAL GENERAL MEETINGS) ON NOT LESS THAN 14 CLEAR DAYS' NOTICE

This Special Resolution renews an authority given at last year's Annual General Meeting and is required as a result of section 307A of the Companies Act 2006. The Company is currently able to call general meetings (other than an Annual General Meeting) on not less than 14 clear days' notice and would like to maintain this ability. In order to do so, the Company's shareholders must approve the calling of such meetings on not less than 14 clear days' notice. This resolution seeks such approval. If given, the approval will be effective until the Company's next Annual General Meeting, when it is intended that a similar resolution will be proposed.

The shorter notice period would not be used as a matter of routine for such meetings, but only where the flexibility is merited by the business of the meeting and is thought to be to the advantage of shareholders as a whole.

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