Chairman’s statement

“FY2026 has been a defining year for Volex. The five-year plan was delivered a year ahead of schedule, the Group has set out a new medium term plan to take revenue to $2 billion and the Board has resolved to move the Company from AIM to the Main Market.”

Dave Webster
Non-Executive Chairman

This is my first report as Chairman of Volex, having joined the Board on 12 November 2025. The six months since my appointment have coincided with one of the most significant periods in the Group’s recent history.

The five-year plan set out in 2022 has been delivered a year ahead of schedule. The Board has approved a new medium term plan that sets a clear path to $2 billion of revenue and a 12% underlying operating margin. The Company has also begun the formal process to move its listing from AIM to the Main Market of the London Stock Exchange. Any one of these would mark an important year. Taken together, they make FY2026 a turning point.

I am grateful to the Board for the opportunity to lead the Group through this next phase, and to Lord Rothschild, our Chief Executive Officer, and the management team for the welcome they have extended. Since November, I have visited a number of the Group’s manufacturing sites, including the operations at San Luis Potosí and Tijuana in Mexico, where I have had the chance to meet the local management teams and a wide range of colleagues on the shop floor. I have also met a number of our customers alongside members of the executive team. The picture that emerges is consistent. Volex is a high-quality industrial business with deep customer relationships, a disciplined operating model and a clear sense of where it is going.

Chairman's statement
continued

Non-Executive Chairman Appointment

In November 2025, the Board appointed Dave Webster as Non-Executive Chairman of Volex, marking a significant evolution in the Group's governance structure. Until that point, Lord Rothschild had held the combined role of Executive Chairman since the Group's earlier stage of growth, a structure the Board had long considered appropriate given the focus required during that period.

As the Group has scaled and the move to the Main Market of the London Stock Exchange has come into view, the Board concluded that separating the Chairman and Chief Executive roles better reflects both the governance expectations of the Main Market and the needs of Volex at this stage of its development. Lord Rothschild transitioned to the role of Chief Executive Officer, retaining the strategic clarity and deep customer relationships he has built over many years in that capacity.

Dave Webster brings significant experience leading and growing advanced manufacturing businesses, most recently as Chief Executive Officer of CPM, and prior to that transforming Electrical Components International into a global business with over $1 billion in revenue. His background is directly relevant to where Volex is headed, and his appointment provides the independent leadership the Group will need as a Main Market company.

Performance and the five-year plan

The Group achieved organic revenue growth of 14.2%, with total revenue of $1,242.6 million, at an underlying operating margin of 10.2%, above the 9–10% range that has framed the Group's margin guidance through the five-year plan. Delivering growth of this order while operating above the margin range reflects the strength of the operating model, consistent execution and deep customer relationships.

Performance was led by Complex Industrial Technology, where Data Centre revenues approximately doubled year-on-year as customers ramped up programmes for higher bandwidth fibre and copper interconnect. Growth in EV & Electrification and Off-Highway and modest declines in Consumer Electricals and Medical contributed to a balanced result across our five end-markets. The Chief Executive Officer's statement on pages 26 to 28 sets out the operating story in more detail.

Four years ago, Volex committed to doubling the business to $1.2 billion of revenue by March 2027. This has been achieved a year early, and at a higher margin than expected when the plan was set. That is a credit to Lord Rothschild, to John Molloy as Chief Operating Officer, to Jon Boaden as Chief Financial Officer and to the wider team. It is also a useful benchmark for the medium term plan that we now place before shareholders.

A new medium term plan

On 22 April 2026, the Group held its first Capital Markets Day. The Board approved the medium term plan that was presented that day. It sets out three financial commitments: revenue of $2 billion, an underlying operating margin of 12% and return on capital employed of around 20%. The plan is built bottom-up, programme by programme, in the same way as the five-year plan that preceded it. Approximately $500 million of organic revenue growth is expected over the period, supplemented by targeted acquisitions. The Board is conscious that medium term plans are easy to write and harder to deliver. Our track record gives us confidence, but we are clear that the work is ahead of us, not behind us.

Volex operates a model of managed autonomy: a common platform of operational excellence, with short chains of command and quick decisions at site level. It is consistent by design and fast by nature, and it scales. The Capital Markets Day gave investors the opportunity to meet the regional leaders, see the products and form their own view. It was a pleasure to meet so many shareholders at the event, and the feedback we received was encouraging. The Board is grateful to all those who attended.

The plan also reflects the strength of our customer relationships. Volex is positioned at the heart of our customers' systems in five end-markets that are characterised by increasing complexity, regulation and embedded engineering content. That position is the foundation for everything that follows.

Move to the Main Market

The Board has concluded that the time is right for Volex to move from AIM to the Main Market of the London Stock Exchange. The Group has the scale and the governance that the Main Market requires. Admission is expected to broaden the investor base and improve access to index inclusion. The work to prepare for admission is well advanced and proceeding according to plan.

In support of the transition, the Company launched a share buyback programme in April 2026. The buyback is designed to provide an orderly route for shareholders who are unable to continue to hold the stock under their existing mandates as the listing changes, and to support liquidity through the transition. The programme is being conducted within the framework approved by shareholders at the Annual General Meeting.

The move to the Main Market will bring with it a different governance environment, including the requirement to apply the UK Corporate Governance Code 2024 in full. The Board has reviewed its composition, the operation of its Committees and its policies against the Code and is satisfied that the Company is well prepared. The Audit Committee, Remuneration Committee and Nominations Committee have each undertaken a structured review of their terms of reference, and any required changes will have taken effect by, or will take effect on, admission. We will report against the Code in next year's Annual Report.

Chairman's statement
continued

Board and governance

My appointment in November 2025 marked a transition from the previous Executive Chairman model, under which Nat combined the Chairman and Chief Executive roles, to a separate Non-Executive Chairman and Chief Executive Officer. This reflects the Group's scale and the governance expectations of the Main Market. Nat continues as Chief Executive Officer, and the Board has the benefit of his strategic clarity and customer relationships in that role. Nat and I have built a strong working relationship through the transition, and the Board operates in a collegiate and effective way.

The Board's annual evaluation, the outcome of which is set out on pages 100 and 101, confirmed that the Board has the right balance of skills and experience for the next phase. We will continue to review composition as the Company moves to the Main Market, and any further changes will be communicated in the usual way.

In April, alongside the Capital Markets Day, I joined the wider senior leadership team for a strategy day at which we covered the topics that matter most to the Group's long term performance. Employee engagement and the health and safety of our people were given as much time as customer dynamics and consistent strategic execution. That balance is the right one. The Board takes the same view, and these themes will continue to shape its agenda over the year ahead.

People, culture and responsibility

Volex employs approximately 12,500 people across 25 countries. The Group's success rests on the engagement and capability of those people, and on a culture that is customer-focused, accountable and entrepreneurial. I have been struck by the consistency of that culture across geographies and businesses. The Site Excellence Awards and the kaizen programme that are described elsewhere in this report are practical examples of how that culture is reinforced day to day.

On behalf of the Board, I would like to thank every employee for the contribution they have made in FY2026.

On sustainability, the Group has made further progress towards our goals. Our decarbonisation targets have been approved by the SBTi and we have reduced our scope 1 and scope 2 emissions by 15% year-on-year. The proportion of electricity sourced from renewable or low-carbon sources has increased to 55% and our recycling rate has reached 86%. The Safety, Environmental and Sustainability Committee has overseen this work, and a fuller account is set out on pages 105 to 106. Our customers care increasingly about sustainability, and our record here is a commercial advantage as well as a responsibility.

Capital allocation and dividend

The Board has reviewed the Group's capital allocation framework in light of the medium term plan. The framework remains unchanged in principle: reinvestment in the business first, where most capex programmes are approved based on pay back within two years; selective, capability-led acquisitions; a progressive dividend; and share buybacks where circumstances warrant. The Group expects to operate within a covenant leverage range of one to two times net debt to EBITDA over the cycle.

Reflecting the strength of the FY2026 result and the Board's confidence in the medium term plan, the Board is recommending a final dividend of 3.2 pence per share. Together with the interim dividend of 1.6 pence, this gives a total dividend for the year of 4.8 pence, an increase of 6.7% on FY2025. The final dividend, subject to shareholder approval, will be paid on 18 September 2026 to shareholders on the register at 14 August 2026.

Summary

FY2026 was a year of delivery. The Group completed its five-year plan a year early and at a higher margin than originally targeted, presented a new medium term plan and is well advanced in preparing for the move to the Main Market. Each of these rests on the strength of the operating model and the people behind it.

The Group's exposure to multiple end-markets, its global manufacturing footprint and the local-for-local nature of much of its production give it the flexibility to respond. The Board continues to monitor tariff and trade policy developments closely, and the management team has demonstrated that the operating model can adapt quickly.

Volex is built for complexity. The customers we serve are tackling the hardest engineering problems in their sectors, and our role at the heart of their systems is becoming more, not less, important. The Board is confident that the Company is well placed to deliver the medium term plan and to create long term value for shareholders.

Dave Webster
Non-Executive Chairman

24 June 2026

> **"The picture that emerges is consistent: Volex is a high-quality industrial business with deep customer relationships, a disciplined operating model and a clear sense of where it is going."**