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STRICTLY PRIVATE AND CONFIDENTIAL

DATE: 24 July 2026

TO: Employees/employee representatives of Irish Continental Group, plc (the “Company” or “ICG”)

Dear Colleague,

Announcement regarding a recommended offer for the entire issued and to be issued share capital of the Company by Bluefin Bidco Limited (“BidCo”)

In accordance with Rule 2.10(b) of the Irish Takeover Rules, you will find on the Company's website (www.icg.ie) a copy of the announcement on Euronext Dublin and the London Stock Exchange today (the **Announcement**) regarding the recommended cash offer by BidCo to acquire the entire issued and to be issued share capital of the Company (the **Recommended Offer**). The Recommended Offer is expected to be implemented by way of a scheme of arrangement under Part 9 of the Companies Act 2014.

Although this notification letter may appear formal, it is a necessary requirement of Rule 2.10(b)(iii) of the Irish Takeover Rules, following the release of the Announcement in accordance with Rule 2.7 of the Irish Takeover Rules, that the Company must comply with.

This letter is not to be taken as a summary of the information in the Announcement and should not be regarded as a substitute for reading the Announcement in full. For the avoidance of doubt, the content of the Company's website is not incorporated into, and does not form part of, this letter. The Announcement also includes a summary of the disclosure provisions of Rule 8 of the Irish Takeover Rules.

Capitalised terms used but not defined in this notification letter have the meanings ascribed to such terms in the Announcement.

Publication on website

This letter and the Announcement and other information and documents relating to the Recommended Offer will be available on the Company's website at (www.icg.ie) by no later than 12 noon (Irish time) on the business day following the Announcement. For the avoidance of doubt, the content of the website referred to in this letter is not incorporated into and does not form part of this letter.

Opinion of employee representatives

Under Rule 25.2(a) of the Irish Takeover Rules, the Independent ICG Board must set out its opinion on the Recommended Offer in the scheme document which it sends to Company shareholders and others. The Company's employee representatives have a right, under Rule 25.1(b) of the Irish Takeover Rules, to have a separate opinion on the effects of the Recommended Offer on employment appended to the formal circular that the Company will be publishing in connection with the Recommended Offer (expected to take place in August 2026). Provided that any such opinion is received in good time before publication of any scheme document for the Recommended Offer, such opinion will be appended to such scheme document in accordance with the requirements of Rule 25.1(b) of the Irish Takeover Rules.

Electronic Communications (if applicable)

Please note that addresses, electronic addresses and certain other information provided by you and other relevant persons for the receipt of communications from the Company (e.g. elections to receive communications in a

particular form) may be provided to BidCo during the offer period as required under Section 4 of Appendix 1 of the Irish Takeover Rules.

If you have any questions or comments in relation to this letter, please send your response via email to Brian Holland, Company Secretary at brian.holland@icg.ie. All emails should be entitled in the subject line "Rule 2.10 Notice".

Yours faithfully

John B. McGuckian

Chair

Responsibility

The Independent Directors of the Independent ICG Board accept responsibility for the information (including any expressions of opinion) contained in this letter. To the best of the knowledge and belief of the Independent Directors (who have taken all reasonable care to ensure that such is the case), the information contained in this letter is in accordance with the facts and does not omit anything likely to affect the import of such information.

Disclosure requirements of the Irish Takeover Rules

Under Rule 8.3(a) of the Irish Takeover Rules, any person who is 'interested' (directly or indirectly) in 1% or more of any class of 'relevant securities' of ICG must make an 'opening position disclosure' by no later than 3.30pm (Irish time) on the tenth 'business day' following the commencement of the 'offer period'. An 'opening position disclosure' must contain the details specified in Rule 8.6(a) of the Irish Takeover Rules, including details of the person's interests and short positions in any 'relevant securities' of ICG. Relevant persons who deal in any 'relevant securities' of ICG prior to the deadline for making an 'opening position disclosure' must instead make a dealing disclosure as described below.

Under Rule 8.3(b) of the Irish Takeover Rules, any person 'interested' (directly or indirectly) in 1% or more of any class of 'relevant securities' of ICG must disclose all 'dealings' in such 'relevant securities' during the 'offer period'. The disclosure of a 'dealing' in 'relevant securities' by a person to whom Rule 8.3(b) applies must be made by no later than 3.30 pm (Irish time) on the business day following the date of the relevant transaction. This requirement will continue until the 'offer period' ends. If two or more persons cooperate on the basis of any agreement either express or tacit, either oral or written, to acquire an 'interest' in 'relevant securities' of the offeree company, they will be deemed to be a single person for the purpose of Rule 8.3 of the Irish Takeover Rules. A dealing disclosure must contain the details specified in Rule 8.6(b) of the Irish Takeover Rules, including details of the dealing concerned and of the person's interests and short positions in any 'relevant securities' of ICG.

All 'dealings' in 'relevant securities' of ICG by a bidder, or by any party Acting in Concert with a bidder, must also be disclosed by no later than 12 noon (Irish time) on the 'business' day following the date of the relevant transaction. If two or more persons co-operate on the basis of an agreement, either express or tacit, either oral or written, to acquire for one or more of them an interest in relevant securities, they will be deemed to be a single person for these purposes.

Disclosure tables, giving details of the companies in whose 'relevant securities' and 'dealings' should be disclosed, can be found on the Irish Takeover Panel's website at www.irishtakeoverpanel.ie.

'Interests' in securities arise, in summary, when a person has long economic exposure, whether conditional or absolute, to changes in the price of securities. In particular, a person will be treated as having an 'interest' by virtue of the ownership or control of securities, or by virtue of any option in respect of, or derivative referenced to, securities.

Terms in quotation marks in this section are defined in the Irish Takeover Rules, which can also be found on the Irish Takeover Panel's website. If you are in any doubt as to whether or not you are required to disclose a dealing

under Rule 8, please consult the Irish Takeover Panel's website at www.irishtakeoverpanel.ie or contact the Irish Takeover Panel on telephone number +353 1 678 9020.

Right to receive documents in hard copy form

Persons who receive a copy of this letter and the Announcement in electronic form or via a website notification, may request a hard copy of this letter and the Announcement by contacting in writing Brian Holland at ICG, Ferryport, Alexandra Road, Dublin 1, or by email to investor.relations@icg.ie or by calling telephone number +353 1 607 5700 between 9.00 a.m. and 5.00 p.m. (Irish time), Monday to Friday (excluding public holidays). For persons who receive a copy of this letter and the Announcement in electronic form or via a website notification, a hard copy of this letter and the Announcement will not be sent unless so requested. Such persons may also request that all future documents, announcements and information in relation to the Recommended Offer are sent to them in hard copy form.

Disclaimer

This letter is not intended to, and does not, constitute or form part of (1) an offer or invitation to purchase or otherwise acquire, subscribe for, tender, exchange, sell or otherwise dispose of any securities, (2) the solicitation of an offer or invitation to purchase or otherwise acquire, subscribe for, tender, exchange, sell or otherwise dispose of any securities, or (3) the solicitation of any vote or approval in any jurisdiction, pursuant to this announcement or otherwise.

The release, publication or distribution of this letter in, into, or from, certain jurisdictions other than Ireland may be restricted or affected by the laws of those jurisdictions. Accordingly, copies of this letter are not being, and must not be, mailed or otherwise forwarded, distributed or sent in, into, or from any such jurisdiction. Therefore persons who receive this letter (including without limitation nominees, trustees and custodians) and are subject to the laws of any jurisdiction other than Ireland who are not resident in Ireland will need to inform themselves about, and observe any applicable restrictions or requirements. Any failure to do so may constitute a violation of the securities laws of any such jurisdiction.