



12 February 2026

Ultimate Products plc
("Ultimate Products", "UP" or "the Group")

Grant of Options under the Group's Performance Share Plan

Ultimate Products, the owner of a number of leading homeware brands including Salter (the UK's oldest homeware brand, est.1760) and Beldray (est.1872), announces the grant of 950,000 options over ordinary shares of 0.25p each in the capital of the Company ("Ordinary Shares") (the "Options"), to certain persons discharging managerial responsibilities ("PDMRs"). The Options were granted on 11 February 2026 to further align the interests of the senior management team with the Company's shareholders.

PDMR	Options granted under the PSP	Options held prior to grant	Total number of options held following grant	Total number of Options held as % of issued share capital
Christopher Dent	200,000	38,081	238,081	0.28%
David Bloomfield	150,000	100,536	250,536	0.29%
Duncan Singleton	150,000	28,144	178,144	0.21%
Tracy Carroll	150,000	35,305	185,305	0.21%
Katie Maxwell	150,000	14,053	164,053	0.19%
Craig Holden	150,000	58,791	208,791	0.24%

The Options have been granted under the rules of the Group's Performance Share Plan ("PSP") adopted following the Annual General Meeting in 2017 with a view to retaining and incentivising members of senior management. The Options vest in three equal tranches after 30, 42 and 52 months, and have an exercise price of 53.6 pence per share, representing the closing mid-market price on 10 February 2026. Accordingly, their value will be tied to any future increase in share price.

In addition, the Management Incentive Plan ("MIP"), which was established at the time of the IPO, will lapse on 28 February 2026. There are currently options over 2,149,557 shares which remain unvested under the MIP. Following the issue of these new Options under the PSP and on the lapse of the MIP there will be 2,593,291 shares under option in total, representing approximately 3.0% of the Company's issued share capital. It continues to be the Board's intention that the exercise of these and other share options will be satisfied through the 2,934,014 Ordinary Shares currently held in trust by the Ultimate Products Employee Benefit Trust.

Andrew Gossage, Chief Executive of Ultimate Products, said:

"Over the past six months, those members of our senior leadership team who were promoted to C-suite roles have performed strongly at that level, and taken greater responsibility for the business's operational and strategic direction. These awards recognise that progress, support the development of leaders who will play a pivotal role in the next phase of Ultimate Products' long-term ambitions, and do so in a way that keeps their interests aligned with those of all shareholders."

For more information, please contact:

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Chris Dent, CFO

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Rob Greening/ Sam Austrums/ Oliver Banks

Notes to Editors

Ultimate Products is the owner of a number of leading homeware brands including Salter (the UK's oldest homeware brand, established in 1760) and Beldray (a laundry, floor care, heating and cooling brand that was established in 1872). According to its market research, nearly 80% of UK households own at least one of the Group's products.

Ultimate Products sells to over 300 retailers in over 30 countries - spanning discounters, supermarkets and general retailers, and ranging from large national and international multi-channel retailers to smaller retail chains. Its products are also available on Salter.com and Beldray.com, as well as major third-party online marketplaces. The Group specialises in five product categories: Small Domestic Appliances; Housewares; Laundry; Audio; and Heating and Cooling. Other UP brands include Progress (cookware and bakeware), Kleeneze (laundry and floorcare), Petra (small domestic appliances) and Intempo (audio).

Founded in 1997, Ultimate Products is headquartered in Oldham, Greater Manchester, where it has design, sales, marketing, buying, quality assurance, support functions and warehouse facilities across two sites. Manor Mill, the Group's head office, includes a spectacular 20,000 sq ft showroom that showcases each of its brands. In addition, the Group has an office and showroom in Guangzhou, China and Paris, France. Ultimate Products employs over 300 staff and is certified as a Great Place to Work®. A significant number of its employees joined via the Group's Graduate Development Scheme, one of the biggest in the North West.

Please note that Ultimate Products is not the owner of Russell Hobbs. The Group currently has licence agreements in place granting it an exclusive licence to use the "Russell Hobbs" trademark for cookware and laundry (NB this does not include Russell Hobbs electrical appliances).

For further information, please visit www.upplc.com.

1.	Details of PDMR / person closely associated with them ('PCA')	
a)	Name	Chris Dent
2.	Details of PDMR / person closely associated with them ('PCA')	
a)	Position / status	Chief Financial Officer
b)	Initial notification / amendment	Initial notification
3.	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor	
a)	Name	Ultimate Products Plc

b)	LEI	213800Q5GWTVIW6KJW33						
4.	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted							
c)	Description of the financial instrument	Ordinary shares of 0.25p each in the capital of Ultimate Products plc ISIN: GB00BYX7MG58						
d)	Nature of the transaction	Grant of options over Ordinary Shares pursuant to the Group's Performance Share Plan						
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g)	Date of the transaction	11 February 2026						
h)	Place of the transaction	Grant of options off-market						

1.	Details of PDMR / person closely associated with them ('PCA')	
a)	Name	David Bloomfield
2.	Details of PDMR / person closely associated with them ('PCA')	
a)	Position / status	Chief Supply Chain Officer
b)	Initial notification / amendment	Initial notification
3.	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor	
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1.	Details of PDMR / person closely associated with them ('PCA')	
a)	Name	Duncan Singleton
2.	Details of PDMR / person closely associated with them ('PCA')	
a)	Position / status	Chief Commercial Officer
b)	Initial notification / amendment	Initial notification
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1.	Details of PDMR / person closely associated with them ('PCA')							
a)	Name	Tracy Carroll						
2.	Details of PDMR / person closely associated with them ('PCA')							
a)	Position / status	Chief Marketing Officer						
b)	Initial notification / amendment	Initial notification						
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1.	Details of PDMR / person closely associated with them ('PCA')							
a)	Name	Katie Maxwell						
2.	Details of PDMR / person closely associated with them ('PCA')							
a)	Position / status	Chief Product Officer						
b)	Initial notification / amendment	Initial notification						
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1.	Details of PDMR / person closely associated with them ('PCA')								
a)	Name	Craig Holden							
2.	Details of PDMR / person closely associated with them ('PCA')								
a)	Position / status	Chief Operating Officer							
b)	Initial notification / amendment	Initial notification							
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