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Ultimate Products PLC
24 March 2026

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

INTERIM RESULTS FOR THE SIX MONTHS ENDED 31 JANUARY 2026
Continued focus on strengthening our commercial function to help drive future growth

Ultimate Products, the owner of leading homeware brands including Salter (the UK's oldest houseware brand, est.1760) and Beldray (est.1872), announces its unaudited interim results for the six months ended 31 January 2026 ("H1" or "H1 FY26").

Financial summary (unaudited)

	H1 FY26 £'000	H1 FY25 £'000	Change £'000	Change %
UK branded sales	43,792	46,730	(2,938)	-6%
International branded sales	27,746	23,377	4,369	19%
3P clearance and white label	2,912	9,377	(6,465)	-68%
Revenue	**74,450**	**79,484**	**(5,034)**	**-6%**
Gross profit	16,947	18,411	(1,464)	-8%
GM%	*22.8%*	*23.2%*	*-0.4%*	
Adjusted EBITDA*	**5,004**	**7,014**	**(2,010)**	**-29%**
Adjusted profit before tax*	3,090	5,161	(2,071)	-40%
Statutory profit before tax	2,416	5,809	(3,393)	-58%
Adjusted Basic EPS*	2.7p	4.3p	(1.7p)	-38%
Basic EPS	2.1p	4.2p	(2.2p)	-51%
Dividend	0.9p	1.55p	(0.7p)	-42%
Net Bank Debt	(9,730)	(17,735)	8,005	-45%
Operating Cash conversion	195%	16%		
Net bank debt/adjusted EBITDA*	0.9x	1.1x		

Financial highlights

- Revenues down 6%, reflecting subdued consumer demand for general merchandise and a deliberate reduction in third-party clearance sales as we focus more on branded product sales
- Continued international expansion, with international branded sales up 19% to £27.7m, driven by branded sales to EU discounters, where sales increased 91%
- Adjusted EBITDA* of £5.0m (H1 FY25: £7.0m), which includes £0.4m of non-recurring costs relating to the reorganisation of the commercial function
- Operating cash conversion of 195% (H1 FY25: 16%), with a £4.6m reduction in working capital due to lower trading, and stock levels benefitting from more reliable freight times and customer order intake

Operational highlights

- Continued focus on strengthening the equity of UP proprietary brands (including Salter, Beldray, Progress, Kleeneze and Petra), which account for 88% of sales and delivered 5% growth in the period
- Five senior management promotions, strengthening the Operating Board and C-Suite across commercial activities, supply chain, operations, products and marketing
- Ongoing investment in enhancing the Group's commercial function to help drive future sales growth
- Greater operational efficiency achieved through our Product Information Management ("PIM") system, automation and AI
- Successful move of the Group's listing from the LSE's Main Market to AIM

Current trading and outlook

Notwithstanding the uncertain macroeconomic backdrop and the unpredictable geopolitical environment, the Board currently expects the trading trends seen in H1 to continue throughout the balance of the year. While the general merchandise market remains soft, particularly in the UK, Group sales are expected to be marginally ahead of market expectations, with profitability in line with consensus, reflecting the change in sales mix. The Board is confident that the ongoing investment in the Group's operational capabilities will enable it to maximise its future growth opportunities.

Commenting on the results, Andrew Gossage, Chief Executive of Ultimate Products, said:
"Our primary focus for the business continues to be the strengthening of our commercial function. We believe the investments we're making in this area will put the business on a stronger footing to return to top-line growth, and that our efforts to enhance productivity will increase the operational gearing of that growth."

Consensus market expectations immediately prior to this announcement

	FY25 (Actual)	*FY26 (Consensus)*
Revenue	*£150.1m*	*£137.7m*
Adjusted EBITDA	*£12.5m*	*£9.9m*
Adjusted EPS	*7.4p*	*5.2p*

**Adjusted measures are before share-based payment expenses and non-recurring items*

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Notes to Editors
Ultimate Products is the owner of leading homeware brands including Salter (the UK's oldest houseware brand, established in 1760) and Beldray (a laundry and floor care brand 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 four product categories: Small Domestic Appliances; Housewares; Laundry; and Audio. Other UP brands include Progress (bakeware, cookware and kitchen electrical), Kleeneze (laundry and floorcare), Petra (small domestic appliances), George Wilkinson (cookware and kitchen electrical) 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 https://upplc.com/.

BUSINESS REVIEW

Purpose & Strategy

FY26 is proving to be a year of significant change for Ultimate Products. While the first half saw a disappointing fall in the Group's overall sales and profits amid challenging trading conditions for general merchandise, we have made a number of important improvements to the ways in which we operate commercially. These changes have focused on strengthening the foundations of the business, better positioning us to maximise future growth opportunities and return to top-line growth. They should not be seen as a change to our strategy, but rather a reaffirmation of, and recommitment to, it.

Our route to commercial success is built upon the interaction of three core components - brand, products and sales. During the period, the structure of the commercial function was refreshed through the promotions of Duncan Singleton to Chief Commercial Officer, Katie Maxwell to Chief Product Officer and Tracy Carroll to Chief Marketing Officer. Together, this triumvirate will drive meaningful transformation of the commercial function through clearer accountability and closer collaboration. Alongside this, the promotions of David Bloomfield to Chief Supply Chain Officer and Craig Holden to Chief Operating Officer further strengthen the Group's C-suite. Collectively, this leadership team, supported by the rest of the wider business, will drive the long-term success of Ultimate Products.

Our purpose is to be the 'Home of Brands'. Over time, the Group has transformed from a sourcing and trading business to an owner of brands and a strategic partner to retail customers, selling products that resonate with consumers. Our key brands, which will continue to be the engine of sales growth, are Salter and Beldray, and they are supported by Petra, Progress, George Wilkinson, Kleeneze, and our licensed brand Russell Hobbs. We are pleased that, during the period, our branded sales grew by 2%, with UP proprietary brand sales delivering 5% growth.

	H1 FY22	**H1 FY23**	**H1 FY24**	**H1 FY25**	**H1 FY26**
	£000	**£000**	**£000**	**£000**	**£000**
Branded sales	77,645	79,212	71,944	70,107	71,538
3P clearance and white label	8,101	8,394	12,235	9,377	2,912
Total	**85,746**	**87,606**	**84,179**	**79,484**	**74,450**

Although our brands are key to our long-term strategic success, they have not always been given the commercial primacy they required. This was especially true during FY24, when widespread industry overstocking led to a high availability of clearance parcels. While Ultimate Products originated as a clearance and sourcing business, and the skills relating to these activities remained embedded in our commercial function, it became clear that the strategic drawbacks of this line of business outweighed its short-term tactical benefits.

Third-party clearance sales are typically higher-margin, but they are one-off, volatile and ultimately proved to be cannibalistic rather than additive to our top line. They also distracted both our commercial function and our retail customers from delivering long-term brand-led relationships. As a result, during H1, we took the decision to close the Group's clearance division. While this marked a departure from UP's historic roots, it was a strategically necessary step to sharpen our focus on branded growth and support our ambition to become the 'Home of Brands'.

Our ability to identify consumer trends that make our branded products desirable to both consumers and retailers is the cornerstone of our product development. This area is the largest use of resource and capital allocation within our business, and it is therefore vital that the process is as effective as possible. All decisions and activities relating to product development now sit under Katie Maxwell, the newly created Chief Product Officer, allowing for a more coordinated approach and clearer ownership of product outcomes. Rather than a siloed structure whereby buying teams developed product based on instinct alone, decisions are now based on data-driven analysis of exactly what our consumers want on their counter tops and, therefore, exactly what our retailer customers want on their shelves.

An important element of the streamlining of this process has been the implementation of our Product Information Management ("PIM") system. This, supported by efficiencies we are gaining through the use of Robotic Process Automation and AI, reduces the time required for lower-value level tasks, allowing the team to focus more on the higher-value aspects of

the NPD process. Developing better branded products, where the end consumer and retail customer are the beginning of the lifecycle of a new product, will result in higher and more consistent return rates on the investment that we make in this area.

However, it is in our approach to sales, under the leadership of Duncan Singleton, our Chief Commercial Officer, that we have seen the most significant changes with regards to how our commercial function operates. Given the origins of our business, the primary skills of our sales function were previously geared towards selling third-party clearance and white-label products, rather than our UP proprietary branded products. Building long-term commercial partnerships with retail customers requires a deep understanding of their needs, supported by detailed data gathering and analysis. This approach is not focused on the sale made today, but on developing shared, long-term plans for the next five years, including the pipeline of products and brand progression. With this in mind, during the period we restructured and strengthened the sales function to ensure it has the right capabilities and skills to better understand and anticipate customer needs. This will support sustainable sales growth and enable the business to build long-term value.

Trading

	H1 FY26 £000	H1 FY25 £000	Change £000	Change %
UK branded sales	43,792	46,730	(2,938)	-6%
International branded sales	27,746	23,377	4,369	19%
3P clearance and white label	2,912	9,377	(6,465)	-68%
Total	**74,450**	**79,484**	**(5,034)**	**-6%**

During the period, unaudited Group revenues decreased 6% (£5.0m) to £74.5m (H1 FY25: £79.5m). The fall in year-on-year sales can largely be attributed to our decision to focus on sales of branded products.

In line with our strategic plans, international branded sales grew strongly, up 19% to £27.7m (H1 FY25: £23.4m). This was driven by a 91% increase in branded sales to European discounters, which reached £19.0m. Growth in Europe is strategically important for the Group, as our market penetration there remains significantly lower than in the UK. Our ambition, on which we are making encouraging initial progress, is to grow our market share in the sizable European market by leveraging our first-class capabilities and our trusted UK brands.

In the UK, branded sales declined 6% to £43.8m (H1 FY25: £46.7m), reflecting the well-documented challenging trading conditions in this market. However, it also reflects the stagnation over the past decade of our commercial function which, as set out above, we are in the process of rectifying.

The table below shows the breakdown of our sales by key sales channels (Supermarkets, Discounters, Online & Other) and geographical location (UK & International), as well as breaking out the non-strategic sales of third-party clearance and white label ("3PC & WL"). In previous periods we have also broken out the sales of air fryers. However, in the current period these have been stable at £4.8m (H1 FY25: £4.9m).

	H1 FY26			H1 FY25			Change %		
	3PC & WL £000	Branded sales £000	Total £000	3PC & WL £000	Branded sales £000	Total £000	3PC & WL %	Branded sales %	Total %
Supermarket	(110)	14,395	14,285	951	15,073	16,024	-112%	-4%	-11%
Discounter	10	6,068	6,078	774	6,576	7,350	-99%	-8%	-17%
Online	344	14,894	15,238	634	16,050	16,684	-46%	-7%	-9%
Other	456	8,435	8,891	1,320	9,031	10,351	-65%	-7%	-14%
UK	**700**	**43,792**	**44,492**	**3,679**	**46,730**	**50,409**	**-81%**	**-6%**	**-12%**
Supermarket	-	4,056	4,056	79	7,905	7,984	-100%	-49%	-49%
Discounter	1,970	19,005	20,975	5,119	9,964	15,083	-62%	91%	39%
Online	5	1,673	1,678	5	2,016	2,021	0%	-17%	-17%
Other	237	3,012	3,249	495	3,492	3,987	-52%	-14%	-19%
International	**2,212**	**27,746**	**29,958**	**5,698**	**23,377**	**29,075**	**-61%**	**19%**	**3%**
Supermarket	(110)	18,451	18,341	1,030	22,978	24,008	-111%	-20%	-24%
Discounter	1,980	25,073	27,053	5,893	16,540	22,433	-66%	52%	21%
Online	349	16,567	16,916	639	18,066	18,705	-45%	-8%	-10%
Other	693	11,447	12,140	1,815	12,523	14,338	-62%	-9%	-15%
TOTAL	**2,912**	**71,538**	**74,450**	**9,377**	**70,107**	**79,484**	**-69%**	**2%**	**-6%**

Overall, third-party clearance and white-label sales declined by £6.5m, reflecting the decision to close the clearance division. Branded sales rose 2% to £71.5m (H1 FY25: £70.1m), with UP proprietary sales up 5% and licensed sales down 24%.

Licensed sales are primarily sales of Russell Hobbs, where we have a four-year rolling licence for cookware and laundry. The fall reflects a poor trading performance with international supermarkets (primarily in Germany) where sales were down 49%.

Branded sales in the UK were down 6% to £43.8m (H1 FY25: £46.7m), reflecting weak macroeconomic trading conditions. However, we believe that even in challenging trading conditions UP has the ability to improve its trading performance as we currently have a low market share. Our poor trading in the UK is reflected in the individual performance of our brands, as shown in the table below.

	H1 FY26 £000	H1 FY25 £000	Change £000	Change %
Salter	27,095	29,210	(2,115)	-7%
Beldray	19,996	17,611	2,385	14%
George Wilkinson	4,166	3,412	754	22%
Petra	4,044	933	3,111	333%
Progress	2,906	3,461	(555)	-16%
Kleeneze	784	1,334	(550)	-41%
Other proprietary brands	6,907	6,671	236	4%
UP Brands	**65,898**	**62,632**	**3,266**	**5%**
Russell Hobbs	5,640	7,475	(1,835)	-25%
Third Party Clearance & white label	2,912	9,377	(6,465)	-69%
Total	**74,450**	**79,484**	**(5,034)**	**-6%**

Although our branded sales were up 5% overall, Salter - which currently holds a strong market position in the UK but is less well known internationally - saw sales fall by 7%, broadly in-line with the 6% fall in UK branded sales. The UP proprietary brands that saw significant growth in the period are the ones we sell into European discounters, where branded sales have grown by 91%. This can be seen in the growth of Petra (up 333% to £4.0m) and George Wilkinson (up 22% to £4.2m). Beldray is sold across both supermarkets and discounters, and benefited from its significant rebrand in FY25, which led sales to grow by 13% to £19.9m.

Performance

	H1 FY26 £'000	H1 FY25 £'000	Change £'000	Change %
Revenue	**74,450**	**79,484**	**(5,034)**	**-6%**
Cost of sales	(57,503)	(61,073)	3,570	-6%
Gross profit	**16,947**	**18,411**	**(1,464)**	**-8%**
Administrative expenses	(11,943)	(11,397)	(546)	5%
Adjusted EBITDA	**5,004**	**7,014**	**(2,010)**	**-29%**
Depreciation & amortisation	(1,049)	(1,119)	70	-6%
Finance expense	(865)	(734)	(131)	18%
Adjusted profit before tax	**3,090**	**5,161**	**(2,071)**	**-40%**
Tax expense	(862)	(1,468)	606	-41%
Adjusted profit after tax	**2,228**	**3,693**	**(1,465)**	**-40%**
Share-based payments	(103)	(86)	(17)	20%
ERP Costs	(328)	-	(328)	
AIM Costs	(243)	-	(243)	
Tax on adjusting items	169	22	147	668%
Statutory profit after tax	**1,723**	**3,629**	**(1,906)**	**-53%**

Gross margin decreased slightly to 22.8% (H1 FY25: 23.2%). This fall occurred despite the 1.6bps benefit we saw in the period resulting from the stabilisation of freight rates. The overall reduction was due to the change in mix. Although third-party clearance sales, in the long-term, represent a poor quality of earnings due to their one-off nature, they tend to be at a higher gross margin. In addition, sales to larger discounters tend to be at a lower margin because of higher unit volumes. Furthermore, we also saw the £220,000 impact of the UK Government's Extended Producer Responsibility (ERP) tax.

Administrative expenses increased 5% (£0.5m) to £11.9m (H1 FY25: £11.4m), with the most significant increase being the non-recurring £430,000 of costs relating to the reorganisation of our commercial function. In addition, we continue to invest in

robotic process automation and AI to help mitigate cost pressures and increase our level of future operational leverage. As such, our increased productivity has allowed us to decrease headcount by 9% to an average FTE of 324 (H1 FY25: 356). In the period, most of the benefit has been used to offset inflationary pressures such as the inflationary effects of the National Living Wage increase and the rise in employer National Insurance contributions, as well as our own commitment to an employee remuneration policy that is designed to attract and retain talent. In the future, the benefits should accrue more evenly between stakeholders as we enhance our operational capabilities to drive top-line growth.

The combination of a 6% fall in revenues, the gross margin impact of sales mix, and reorganisation costs increasing overheads has led to a 29% fall in adjusted EBITDA to £5.0m (H1 FY25: £7.0m).

Adjusted & statutory profit

Depreciation and amortisation decreased by 6% to £1.0m (H1 FY25: £1.1m). The finance charge increased by 18% to £0.9m (H1 FY25: £0.7m) as a result of the ending of the benefit we saw in relation to our interest rate caps and swaps taken out when interest rates were low, which ended in March 2025 and impacted adjusted profit before tax, which decreased 40% to £3.1m (H1 FY25: £5.2m). The tax charge for the year was 27.9% (H1 FY25: 28.4%), higher than the UK statutory rate of 25% due to the higher rate of tax paid on our European foreign branches.

During the period, the Group continued the project of replacing its core ERP system. Upgrading it will be a critical step in further enhancing our operational capabilities. The project is currently running as expected and to budget, with the cost in the current period being £328k (H1 FY25: £nil). We currently estimate that the total cost of implementing this system change will be in the region of £2m, and costs will be expensed in the period in which they occur. It is currently expected that the new system will launch during FY27. These costs have been shown separately in the Income Statement to better reflect the performance of the underlying business.

Following a shareholder vote on 12 December 2025 at the Company's AGM, on 15 January 2026 the Group changed its listing venue from the London Stock Exchange's Main Market to AIM. The Board continues to believe that, at the Company's current market capitalisation, the AIM market is the most suitable listing venue for the Group. The reduction in the administrative requirements will allow more time and resource to be focused on the execution of the Company's commercial growth strategy. In total, the costs associated with the change in listing venue amounted to £243,000 (H1 FY25: £nil). Again, these costs have been shown separately in the Income Statement to better reflect the performance of the underlying business

Earnings per share

As a result of our share buyback scheme the number of shares in issue has decreased from 88,628,572 at 31 July 2024 to 86,330,132 at 31 January 2026, with the weighted average number of shares (once the shares held in the EBT and taken into account) decreasing 2% to 83,636,705 (31 January 2025: 85,527,067).

	H1 FY26 £'000	EPS p	H1 FY25 £'000	EPS p
Adjusted profit after tax	**2,228**	**2.7**	**3,693**	**4.3**
Share-based payments	(103)	(0.1)	(86)	(0.1)
ERP costs	(328)	(0.4)	-	-
AIM costs	(243)	(0.3)	-	-
Tax on adjusting items	169	0.2	22	0.0
Statutory profit	**1,723**	**2.1**	**3,629**	**4.2**

As a result, adjusted profit after tax decreased 40% and adjusted earnings per share decreased by 38%. Statutory profit after tax decreased 53% and statutory earnings per share decreased by 51%.

Financing and cash flow

The Group generated £9.7m of cash from operating activities (H1 FY25: £1.1m), representing an operating cash conversion of 195% (FY25: 16%), as the Group saw working capital reduce by £4.6m. This was mainly due to the reduced level of trading of the Group but has also been positively impacted by more reliable freight times and order intake by customers.

As a result, at the period end, the Group had a net bank debt/adjusted EBITDA ratio of 0.9x (H1 FY25: 1.1x), which represents net bank debt of £9.7m (H1 FY25: £17.7m). During the year, the Group sees significant movements in its working capital requirement due to the timings of customer orders. As such, a longer view can be helpful when considering the level of gearing within the business, with the 12-month rolling average ratio of net bank debt/adjusted EBITDA being 1.4x (H1 FY25: 1.3x).

Capital Allocation Policy

It is the Board's intention to maintain the net bank debt/adjusted EBITDA ratio at around 1.0x, with the debt being used to fund the Group's working capital. The Board believes that this level of leverage is an efficient use of the Group's balance sheet and allows for further returns of capital to shareholders. The Board also intends to continue investing in the business for growth while returning around 50% of post-tax profits to shareholders through dividends, and to supplement this with share buybacks pursuant to a policy of maintaining net bank debt at around 1.0x adjusted EBITDA ratio.

In line with our policy, an interim dividend of 0.9 pence per share (H1 FY25: 1.55 pence per share) was approved by the Board on 23 March 2026 and will be paid on 26 June 2026 to shareholders on record as at 29 May 2026 (ex-dividend date being 28 May 2026).

Andrew Gossage
Chief Executive Officer

Chris Dent
Chief Financial Officer

Consolidated Income Statement

	Note	Unaudited 6 months ended 31 January 2026 £'000	Unaudited 6 months ended 31 January 2025 £'000	Audited year ended 31 July 2025 £'000
Revenue	6	74,450	79,484	150,135
Cost of sales		(57,503)	(61,073)	(115,288)
Gross profit		16,947	18,411	34,847
Adjusted earnings before interest, tax, depreciation, amortisation, share-based payments & non-recurring items		5,004	7,014	12,505
Depreciation		(1,014)	(1,100)	(2,104)
Amortisation of intangibles		(35)	(19)	(45)
Share-based payment expense		(103)	(86)	(16)
ERP implementation costs		(328)	-	(640)
AIM listing fees		(243)	-	-
Total administrative expenses		(13,666)	(12,602)	(25,147)
Operating profit		3,281	5,809	9,700
Finance expense	8	(865)	(734)	(1,651)
Profit before tax		2,416	5,075	8,049
Tax expense		(693)	(1,446)	(2,242)
Profit for the year attributable to equity holders of the Company		**1,723**	**3,629**	**5,807**
All amounts relate to continuing operations				
Earnings per share				
Basic	9	2.1	4.2	6.8
Diluted	9	2.0	4.2	6.7

Consolidated Statement of Comprehensive Income

	Unaudited 6 months ended 31 January 2026 £'000	Unaudited 6 months ended 31 January 2025 £'000	Audited year ended 31 July 2025 £'000
Profit for the period	1,723	3,629	5,807
Items that may subsequently be reclassified to the income statement			
Fair value movements on cash flow hedging instruments	(981)	1,995	(1,910)
Hedging instruments recycled through the income statement at the end of hedging relationships	1,433	373	564
Deferred tax relating to cashflow hedges	(113)	(592)	335
Items that will not subsequently be reclassified to the income statement			
Foreign currency translation	(1)	1	-
Other comprehensive income	**338**	**1,777**	**(1,011)**
Total comprehensive income for the period attributable to the equity holders of the Company	**2,061**	**5,406**	**4,796**

Consolidated Statement of Financial Position

	Note	Unaudited as at 31 January 2026 £'000	Unaudited as at 31 January 2025 £'000	Audited as at 31 July 2025 £'000
Assets				
Intangible assets		37,118	37,225	37,072

Property, plant and equipment		5,314	6,686	5,800
Total non-current assets		**42,432**	**43,911**	**42,872**
Inventories		36,044	38,774	32,452
Trade and other receivables		25,513	26,294	26,779
Derivative financial instruments	12	194	2,126	47
Current tax		-	-	20
Cash and cash equivalents		3,351	2,521	4,063
Total current assets		**65,102**	**69,715**	**63,361**
Total assets		**107,534**	**113,626**	**106,233**
Liabilities				
Trade and other payables		(36,680)	(32,080)	(29,735)
Derivative financial instruments	12	(1,634)	(28)	(1,828)
Current tax		(2)	(471)	-
Borrowings	11	(13,081)	(20,256)	(18,174)
Lease liabilities		(749)	(839)	(821)
Total current liabilities		**(52,146)**	**(53,674)**	**(50,558)**
Net current assets		**12,956**	**16,041**	**12,803**
Deferred tax		(6,722)	(7,632)	(6,678)
Lease liabilities		(2,247)	(3,026)	(2,601)
Total non-current liabilities		**(8,969)**	**(10,658)**	**(9,279)**
Total liabilities		**(61,115)**	**(64,332)**	**(59,837)**
Net assets		**46,419**	**49,294**	**46,396**
Equity				
Share capital	13	216	219	216
Share premium		14,334	14,334	14,334
Capital redemption reserve		7	4	7
Employee benefit trust reserve		(2,316)	(2,069)	(2,071)
Share-based payment reserve		1,404	1,443	1,376
Hedging reserve		(958)	1,490	(1,297)
Retained earnings		33,732	33,873	33,831
Equity attributable to owners of the Group		**46,419**	**49,294**	**46,396**

Consolidated Statement of Changes in Equity

For the period ended 31 January

	Share capital £'000	Share premium £'000	Capital redemption reserve £'000	Employee benefit trust reserve £'000	Share-based payment reserve £'000	Hedging reserve £'000	Retained earnings £'000	Total equity £'000
As at 1 August 2024	221	14,334	2	(1,946)	1,431	(286)	36,006	49,762
Profit for the period	-	-	-	-	-	-	3,629	3,629
Foreign currency retranslation	-	-	-	-	-	-	1	1
Cash flow hedging movement	-	-	-	-	-	2,368	-	2,368
Deferred tax movement	-	-	-	-	-	(592)	-	(592)
Total comprehensive income for the period	-	-	-	-	-	1,776	3,630	5,406
Transactions with shareholders:								
Dividends paid	-	-	-	-	-	-	(4,209)	(4,209)
Share-based payments charge	-	-	-	-	86	-	-	86
Deferred tax on share-based payments	-	-	-	-	-	-	(78)	(78)
Transfer of reserve on exercise of share award	-	-	-	-	(74)	-	74	-
Transfer of shares to employees on exercise of share award	-	-	-	202	-	-	(145)	57
Purchase of own shares by the EBT	-	-	-	(325)	-	-	-	(325)
Share buy-back	(2)	-	2	-	-	-	(1,405)	(1,405)
As at 31 January 2025	**219**	**14,334**	**4**	**(2,069)**	**1,443**	**1,490**	**33,873**	**49,294**

	Share capital £'000	Share premium £'000	Capital redemption reserve £'000	Employee benefit trust reserve £'000	Share-based payment reserve £'000	Hedging reserve £'000	Retained earnings £'000	Total equity £'000
As at 1 August 2025	216	14,334	7	(2,071)	1,376	(1,297)	33,831	46,396
Profit for the period	-	-	-	-	-	-	1,723	1,723
Foreign currency translation	-	-	-	-	-	-	(1)	(1)
Cash flow hedging movement	-	-	-	-	-	452	-	452
Deferred tax movement	-	-	-	-	-	(113)	-	(113)
Total comprehensive income for the period	-	-	-	-	-	339	1,722	2,061
Transactions with shareholders:								
Dividends paid	-	-	-	-	-	-	(1,796)	(1,796)
Share-based payments charge	-	-	-	-	103	-	-	103
Deferred tax on share-based payments	-	-	-	-	-	-	(20)	(20)
Transfer of reserve on exercise of share award	-	-	-	-	(75)	-	75	-
Transfer of shares to employees on exercise of share award	-	-	-	80	-	-	(80)	-
Purchase of own shares by the EBT	-	-	-	(325)	-	-	-	(325)
As at 31 January 2026	**216**	**14,334**	**7**	**(2,316)**	**1,404**	**(958)**	**33,732**	**46,419**

Consolidated Statement of Cash Flows

For the period ended 31 January

	Unaudited 6 months ended 31 January 2026 £'000	Unaudited 6 months ended 31 January 2025 £'000	Audited year ended 31 July 2025 £'000
Net cash flow from operating activities			
Profit for the year	1,723	3,629	5,807
Adjustments for:			
Finance costs	865	734	1,651
Income tax expense	693	1,446	2,242
Depreciation	1,014	1,100	2,101
Amortisation	35	19	45
Loss on disposal of non-current assets	-	-	3
Derivative financial instruments	84	(75)	118
Share-based payments	103	86	16
Working capital adjustments			
(Increase)/decrease in inventories	(3,592)	(2,196)	4,126
Decrease in trade and other receivables	1,305	3,416	2,931
(Decrease)/increase in trade and other payables	6,929	(7,020)	(9,398)
Net cash from operating activities	**9,159**	**1,139**	**9,642**
Income taxes paid	(759)	(1,016)	(2,341)
Net cash from operations	**8,400**	**123**	**7,301**
Cash flows used in investing activities			
Purchase of property, plant and equipment	(81)	(212)	(136)
Purchase of intangible assets	(528)	(263)	(330)
Net cash used in investing activities	**(609)**	**(475)**	**(466)**
Cash flows used in financing activities			
Purchase of own shares	(325)	(269)	(269)
Share buy-back	-	(1,405)	(2,309)
Proceeds from borrowings	-	9,125	3,374
Repayment of borrowings	(5,061)	(4,013)	(364)
Principal paid on lease obligations	(436)	(403)	(822)
Debt issue costs paid	(89)	(53)	(74)
Dividends paid	(1,796)	(4,209)	(5,513)
Interest paid	(795)	(634)	(1,527)
Net cash used by finance activities	**(8,502)**	**(1,861)**	**(7,504)**
Net decrease in cash and cash equivalents	(711)	(2,213)	(669)
Exchange gains on cash and cash equivalents	(1)	1	(1)
Cash and cash equivalents brought forward	4,063	4,733	4,733
Cash and cash equivalents carried forward	**3,351**	**2,521**	**4,063**

Notes to the Interim Results

1. General Information

Ultimate Products plc ('the Company') and its subsidiaries (together 'the Group') is a supplier of branded, value-for-money household products to global markets. The Company is a public limited company, which is listed on the Alternative Investment Market of the London Stock Exchange and incorporated and domiciled in the UK. The address of its registered office is Ultimate Products plc, Manor Mill, Victoria Street, Chadderton, Oldham OL9 0DD.

This consolidated condensed interim financial does not comprise statutory accounts within the meaning of section 434 of the Companies Act 2006. Statutory accounts for the year ended 31 July 2025 were approved by the Board of Directors on 27 October 2025 and delivered to the Registrar of Companies. The comparative figures for the financial year ended 31 July 2025 are an extract of the Company's statutory accounts for that year. The report of the auditor on those accounts was unqualified, did not contain an emphasis of matter paragraph and did not contain any statement under section 498 (2) or (3) of the Companies Act 2006.

This consolidated condensed interim financial information is unaudited.

2. Basis of Preparation

The consolidated interim financial statements for the six months ended 31 January 2026 have been prepared in accordance with UK-adopted international accounting standards. They are unaudited and do not constitute statutory accounts as defined in section 434 of the Companies Act 2006. The unaudited consolidated interim financial statements should be read in conjunction with the audited financial statements for the year ended 31 July 2025. The report of the auditor on those financial statements was unqualified and did not draw attention to any matters by way of emphasis of matter.

Going Concern Basis

The Directors have adopted the going concern basis in preparing this consolidated condensed interim financial information after assessing the resilience of the Group in severe but plausible scenarios, taking account of its current position and prospects, the principal risks facing the business, how these are managed and the impact that they would have on the forecast financial position. In assessing whether the Group could withstand such negative impacts, the Board has considered cash flow, impact on debt covenants and headroom against its borrowing facilities. The Group's projections, which cover the period to July 2026, show that the Group will be able to operate within its banking facilities and covenants. Therefore, the Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for at least 12 months from the date of approval of the Interim Results Statement.

Accounting Policies

The accounting policies and method of computations adopted in the preparation of these condensed consolidated interim financial statements are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 31 July 2025.

Adjusted Performance Measures (APMs)

APMs are utilised as key performance indicators by the Group and are calculated by adjusting the relevant IFRS measurement by share based payments and non-recurring items. The two main APMs which are used are Adjusted EBITDA and Adjusted EPS. The reconciliation of these items to IFRS measurements can be found in the Chief Financial Officer's Review. APMs are non-GAAP measures and are not intended to replace those financial measurements, but are the measures used by the Directors in their management of the business, and are, therefore, important key performance indicators (KPIs).

3. Operating Segments

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker has been identified as the Board. The Board is responsible for allocating resources and assessing performance of operating segments. The Directors consider that there are no identifiable business segments that are subject to risks and returns different to the core business. The information reported to the Directors, for the purposes of resource allocation and assessment of performance, is based wholly on the overall activities of the Group. The Group has therefore determined that it has only one reportable segment under IFRS 8. The results and assets for this segment can be determined by reference to the Consolidated Income Statement, the Consolidated Statement of Comprehensive Income and the Consolidated Statement of Financial Position.

4. Principal Risks and Uncertainties

The Directors consider that the principal risks and uncertainties, which could have a material impact on the Group's performance in the remaining 6 months of the financial year, remain substantially the same as those stated on pages 44-45 of the Group's Annual Report for the year ended 31 July 2025, which is available on the Group's website, www.upplc.com.

5. Financial Instruments

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, cash flow and fair value interest rate risk and price risk), credit risk and liquidity risk. The Group's exposure to foreign exchange risk is mitigated by entering into forward exchange contracts. Interest rate risk is managed by maintaining a portion of borrowings under the protection of interest rate swaps and caps. The Interim Results Statement should be read in conjunction with the Group's Annual Report for the year ended 31 July 2025, as it does not include all financial risk management information and disclosures contained within the Annual Report. There have been no changes in the risk management policies since the year-end.

6. Revenue

Geographical split by location:	**6 months ended 31 January 2026 £'000**	**6 months ended 31 January 2025 £'000**	**Year ended 31 July 2025 £'000**
United Kingdom	44,493	50,410	94,174
Europe	29,097	27,964	53,804
Rest of the World	860	1,110	2,157
Total	**74,450**	**79,484**	**150,135**
International sales	**29,957**	**29,074**	**55,961**
Percentage of total revenue	**40.2%**	**36.6%**	**37%**

Analysis of revenue by brand:	**6 months ended 31 January 2026 £'000**	**6 months ended 31 January 2025 £'000**	**Year ended 31 July 2025 £'000**
Salter	27,095	29,210	52,004
Beldray	19,996	17,611	37,979
George Wilkinson	4,166	3,412	7,193
Progress	2,906	3,461	5,004
Petra	4,044	933	3,131
Kleeneze	784	1,334	2,766
Other proprietary brands	6,907	6,671	13,869
UP brands	**65,898**	**62,632**	**121,946**
Licensed brands (Russell Hobbs)	**5,640**	**7,475**	**14,376**
Own label and other	**2,912**	**9,377**	**13,813**
Total	**74,450**	**79,484**	**150,135**

Analysis of revenue by product:	**6 months ended 31 January 2026 £'000**	**6 months ended 31 January 2025 £'000**	**Year ended 31 July 2025 £'000**
Small domestic appliances	34,069	29,134	58,981
Housewares	23,495	25,152	45,189
Laundry	7,529	9,805	18,703
Audio	6,593	7,751	12,786
Heating and cooling	815	1,741	3,611
Clearance	685	4,610	5,869
Others	1,264	1,291	4,996
Total	**74,450**	**79,484**	**150,135**

Analysis of revenue by sales channel:	**6 months ended 31 January 2026 £'000**	**6 months ended 31 January 2025 £'000**	**Year ended 31 July 2025 £'000**
Supermarkets	18,341	24,008	47,050
Discount retailers	27,053	22,433	43,368
Online channels	16,916	18,705	32,715
Other	12,140	14,338	27,002
Total	**74,450**	**79,484**	**150,135**

7. Seasonality

The Group has historically had a seasonal weighting towards H1, with retail demand being higher in the peak Christmas trading period. However, over the past few years, this pattern has become less pronounced, with sales growth weighted towards the less seasonal online channels. As a result, it is anticipated that the revenues for the second half of the year to 31 July 2026 will be only marginally lower than for the six months ended 31 January 2026.

8. Finance Costs

	6 months ended	**6 months ended**	**Year ended**

	31 January 2026 £'000	31 January 2025 £'000	31 July 2025 £'000
Interest on bank loans and overdrafts	780	658	1,502
Interest on lease liabilities	84	105	200
Foreign exchange in respect of lease liabilities	1	12	(8)
Other interest payable and similar charges	-	(41)	(43)
Total finance cost	865	734	1,651

9. Earnings per Share

Basic earnings per share is calculated by dividing the net income for the period attributable to ordinary equity holders by the weighted average number of ordinary shares outstanding during the period. Diluted earnings per share amounts are calculated by dividing the profit attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year, adjusted for the effects of potentially dilutive options. The dilutive effect is calculated on the full exercise of all potentially dilutive ordinary share options granted by the Group, including performance-based options which the Group considers to have been earned. The calculations of earnings per share are based upon the following:

	6 months ended 31 January 2026	6 months ended 31 January 2025	Year ended 31 July 2025
Profit for the year	1,723	3,629	5,807
Weighted average number of shares in issue	86,330,132	88,053,629	87,478,678
Less shares held by the UPGS EBT	(2,693,428)	(2,526,562)	(2,497,631)
Weighted average number of shares - basic	83,636,704	85,527,067	84,981,047
Share options	555,547	843,302	1,393,056
Weighted average number of shares - diluted	84,192,251	86,370,369	86,374,103
	Pence	Pence	Pence
Earnings per share - basic	**2.1**	**4.2**	**6.8**
Earnings per share - diluted	**2.0**	**4.2**	**6.7**

10. Dividends

	6 months ended 31 January 2026 £'000	6 months ended 31 January 2025 £'000	Year ended 31 July 2025 £'000
Final dividend paid in respect of the previous year	1,796	4,209	4,208
Interim declared and paid	-	-	1,305
	1,796	**4,209**	**5,513**
Per share	Pence	Pence	Pence
Final dividend paid in respect of the previous year	2.15	4.93	4.93
Interim declared and paid	-	-	1.55
	2.15	**4.93**	**6.48**

An interim dividend of 0.9p per share was approved by the Board on 23 March 2026 and will be paid on 26 June 2026 to shareholders on record as at 29 May 2026 (ex-dividend date being 28 May 2026).

11. Bank borrowings

	As at 31 January 2026 £'000	As at 31 January 2025 £'000	As at 31 July 2025 £'000
Current			
Bank overdrafts	421	1,387	1,367
Revolving credit facility	5,000	5,000	5,000
Invoice discounting	4,576	8,155	6,825
Import loans	3,176	5,794	5,042
	13,173	20,336	18,234
Less: Unamortised debt issue cost	(92)	(80)	(60)
	13,081	**20,256**	**18,174**
Total bank borrowings	**13,081**	**20,256**	**18,174**
The earliest that lenders of the above borrowings require repayment is as follows:			
In less than one year	13,173	20,336	18,234
Between one and two years	-	-	-
Between two and five years	-	-	-
Less: Unamortised debt issue cost	(92)	(80)	(60)

	13,081	**20,256**	**18,174**

The Group is funded by external bank facilities provided by HSBC. The total drawn and undrawn facilities comprise a revolving credit facility of £5.0m (31 January 2025: £5.0m; 31 July 2025 £5.0m), an invoice discounting facility of £23.5m (31 January 2025: £23.5m; 31 July 2025 £23.5m) and an import loan facility of £12m (31 January 2025: £12m; 31 July 2025: £12m).

12. Financial Instruments

a) Principal financial instruments

The principal financial instruments used by the Group, from which financial instrument risk arises are as follows:

	As at 31 January 2026 £'000	**As at 31 January 2025 £'000**	**As at 31 July 2025 £'000**
Trade receivables - held at amortised cost	23,840	24,890	25,779
Derivative financial instruments - assets - carried at FVTOCI	183	1,978	-
Derivative financial instruments - assets - carried at FVTPL	11	148	47
Trade and other payables	(34,021)	(28,716)	(27,666)
Derivative financial instruments - liabilities - carried at FVTOCI	(1,461)	-	(1,729)
Derivative financial instruments - liabilities - carried at FVTPL	(173)	(28)	(99)
Borrowings - held at amortised cost	(13,081)	(20,256)	(18,174)
Lease liabilities - held at amortised cost	(2,996)	(3,865)	(3,422)
Cash and cash equivalents - held at amortised cost	3,351	2,521	4,063

b) Financial assets

The Group held the following financial assets at amortised cost:

	As at 31 January 2026 £'000	**As at 31 January 2025 £'000**	**As at 31 July 2025 £'000**
Cash and cash equivalents	3,351	2,521	4,063
Trade receivables	23,840	24,890	25,779
	27,191	**27,411**	**29,842**

c) Financial liabilities

The Group held the following financial liabilities, classified as other financial liabilities at amortised cost:

	As at 31 January 2026 £'000	**As at 31 January 2025 £'000**	**As at 31 July 2025 £'000**
Trade payables	28,311	23,027	22.529
Borrowings	13,081	20,256	18,174
Lease liabilities	2,996	3,865	3,422
Other payables	5,710	5,689	5,137
	50,098	**52,837**	**49,262**

d) Derivative financial instruments

The Group held the following derivative financial instruments, classified as fair value through profit and loss on initial recognition:

	As at 31 January 2026 £'000	**As at 31 January 2025 £'000**	**As at 31 July 2025 £'000**
Forward currency contracts	(1,451)	2,070	(1,828)
Interest rate swaps	-	14	-
Interest rate caps	11	14	47
	(1,440)	**2,098**	**(1,781)**

The following is a reconciliation of the financial instruments to the statement of financial position:

	As at 31 January 2026 £'000	**As at 31 January 2025 £'000**	**As at 31 July 2025 £'000**
Trade receivables	23,840	24,890	25,779
Prepayments and other receivables not classified as financial instruments	1,673	1,404	1,000
Trade and other receivables	**25,513**	**26,294**	**26,779**

	As at 31 January 2026 £'000	**As at 31 January 2025 £'000**	**As at 31 July 2025 £'000**

Trade and other payables	28,311	28,716	27,666
Other taxes and social security not classified as financial instruments	2,659 5,710	3,364	2,069
Trade and other payables	**36,680**	**32,080**	**29,735**

Derivative financial instruments - Forward contracts

The Group mitigates the exchange rate risk for certain foreign currency trade debtors and creditors by entering into forward currency contracts. At 31 January 2025, the Group was committed to:

	As at 31 January 2026		As at 31 January 2024		As at 31 July 2025	
	Buy	Sell	Buy	Sell	Buy	Sell
USD$'000	62,000	-	76,500	-	59,400	-
EUR€'000	-	39,600	-	39,400	-	36,500
PLN'000	-	1,400	-	1,400	-	1,400
CNY'000	1,543	-	3,512	-	2,592	-

At 31 January 2026, all the outstanding contracts mature within 12 months of the period end (31 January 2025: 19 months; 31 July 2025: 13 months). The forward currency contracts are measured at fair value using the relevant exchange rates for GBP:USD, GBP:EUR, GBP:CNY and GBP:PLN. The fair value of the contracts at 31 January 2026 is a liability of £1,451,000 (31 January 2025: £2,070,000 asset; 31 July 2025: £1,828,000 liability).

Forward currency contracts are valued using level 2 inputs. The valuations are calculated using the period end exchange rates for the relevant currencies which are observable quoted values at the period end dates. Valuations are determined using the hypothetical derivative method, which values the contracts based on the changes in the future cash flows, based on the change in value of the underlying derivative.

All of the forward contracts to buy US Dollars and some of those to sell Euros meet the conditions for hedge accounting, as set out in the accounting policies of the financial statements for the year ended 31 July 2025.

Derivative financial instruments - Interest rate swaps and interest rate caps

The Group has entered into interest rate caps to protect the exposure to interest rate movements on the various elements of the Group's banking facility. As at 31 January 2026, protection was in place over an aggregate principal of £12,979,000 (31 January 2025: £8,527,000, 31 July 2025: £13,200,000).

All of the interest rate swaps meet the conditions for hedge accounting, as set out in the accounting policies contained in the financial statements for the year ended 31 July 2025. Hedge accounting is applied in respect of the interest rate caps to the extent that their current valuation exceeds their amortised cost.

Interest rate swaps and caps are valued using level 2 inputs. The valuations are based on the notional value of the swaps and caps, the current available market borrowing rate and the swapped or capped interest rate respectively. The valuations are based on the current valuation of the present saving or cost of the future cash flow differences, based on the difference between the swapped and capped interest rates contracts and the expected interest rate as per the lending agreement.

13. Share Capital

	As at 31 January 2026		As at 31 January 2025		As at 31 July 2025	
	£'000	No. of shares	£'000	No. of shares	£'000	No. of shares
Opening share capital	216	86,330,132	221	88,628,572	221	88,628,572
Share buy-backs	-	-	(2)	(1,058,680)	(5)	(2,298,440)
Closing share capital	**216**	**86,330,132**	**219**	**87,569,892**	**216**	**86,330,132**

14. Related party transactions

	6 months ended 31 January 2026 £'000	6 months ended 31 January 2025 £'000	Year ended 31 July 2025 £'000
Transactions with related companies and businesses:			
Lease payments to Heron Mill Limited	194	194	388
Lease payments to Berbar Properties Limited	90	90	180

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