

5 September 2025

Headlam Group plc
(the 'Company')
Employee Long Service Awards Scheme
Transfer of Treasury Shares

The Headlam Employee Long Service Awards Scheme (the 'Scheme') recognises the long service of colleagues across the Company's group. The Scheme awards colleagues after certain milestones of service with a monetary gift and, for longer serving employees, an award of ordinary shares in the Company. Ordinary share awards are granted bi-annually under the Scheme using service milestones.

The Company announces that, on 5 September 2025, a total of 5,400 ordinary shares of 5 pence each were awarded to certain employees at nil cost recognising their long service. 5,400 ordinary shares of 5 pence each have been transferred from treasury stock for the purpose of satisfying the awards. Following the above transfer of treasury stock, the Company holds 4,792,215 ordinary shares as treasury shares.

The total number of ordinary shares in issue (excluding shares held as treasury shares) is 80,846,994 with one voting right per share. Therefore, the total number of voting rights in the Company is 80,846,994.

The above figure may be used by shareholders in the Company as the denominator for the calculations by which they will determine if they are required to notify their interest in, or a change to their interest in, the share capital of the Company under the FCA's Disclosure Guidance and Transparency Rules.

Headlam Group plc

Tel: 01675 433 000

Chris Payne, Chief Executive

Email: headlamgroup@headlam.com

Adam Phillips, Chief Financial Officer

Alison Hughes, General Counsel & Company Secretary

Panmure Gordon (UK) Limited (Corporate Broker)

Tel: 020 7886 2500

Tom Scrivens / Atholl Tweedie

Peel Hunt LLP (Corporate Broker)

Tel: 020 7418 8900

George Sellar / Finn Nugent

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