

9 September 2025

THE PEBBLE GROUP PLC

("The Pebble Group", the "Group" or the "Company")

Grant of performance share awards to PDMRs under Long Term Incentive Plan

The Pebble Group, a leading provider of technology, products and related services to the global promotional products industry, announces that on 9 September 2025 the Company made awards of nil-cost options to acquire up to a maximum of 8.0 million Ordinary Shares of £0.01 each of the Company ("Ordinary Shares") under The Pebble Group plc Long Term Incentive Plan ("LTIP") to the Executive Directors of the Company ("Awards"), who are Persons Discharging Managerial Responsibilities ("PDMRs"), as detailed below:

PDMR	Position/Status	Maximum Number of Ordinary Shares under Awards
Christopher Lee	CEO	4,608,000
Claire Thomson	CFO	3,392,000

Key Terms of the Awards

The terms of the Awards are consistent with those set out in the Director's Remuneration Policy of the Company, as amended pursuant to the passing of a shareholder resolution at its General Meeting of 7 August 2025. Please refer to the Notice of General Meeting dated 21 July 2025 for further information.

The Awards will vest three years from grant, subject to the meeting of a share price performance condition covering the three years from the grant date (the "Share Price Performance Period") and a cumulative adjusted EBITDA performance condition covering the three financial years ending on 31 December 2027 (the "EBITDA Performance Period").

25% of the Awards will vest subject to the average closing price per Ordinary Share over the final three months of the Share Price Performance Period being 85 pence, rising on a straight-line basis to full vesting at 145 pence, conditional upon the Group's cumulative adjusted EBITDA over the EBITDA Performance Period equalling or exceeding £52.9 million.

The table below summarises the key features of the share price performance element of the Awards:

Share price	CAGR over period ¹	Market cap ²	Market cap increase	Vesting level	Total value to awardees	Dilution ³	Awardees' share of value growth
£0.80	19.4%	£127m	£52m	0%	£ -	0.0%	0.0%
£0.85	21.8%	£135m	£60m	25%	£1.7	1.2%	2.7%
£1.00	28.6%	£159m	£84m	44%	£3.5	2.2%	4.0%
£1.15	34.8%	£183m	£108m	63%	£5.8	3.0%	5.0%
£1.30	40.4%	£207m	£132m	81%	£8.5	3.9%	6.0%
£1.45	45.6%	£231m	£156m	100%	£11.6	4.8%	6.9%
£1.70	53.5%	£270m	£196m	100%	£13.6	4.8%	6.5%

¹ Compound Annual Growth Rate (CAGR) from 47 pence, being the average closing price per Ordinary Share during June 2025. CAGR does not include any dividends which may be paid during the Share Price Performance Period.

² Market capitalisation calculated by reference to the Company's Issued Ordinary Share Capital as at 21 July 2025.

³ Dilution is based on the Company's Issued Ordinary Share Capital as at 21 July 2025 and assumes all awards would be satisfied via the allotment of new Ordinary Shares. (Note that it is intended that awards may be satisfied using existing shares from the Company's Employee Benefit Trust, cash, or the allotment of new Ordinary Shares).

The Awards will be subject to a two-year post vesting holding period, malus and clawback provisions, an overriding Remuneration Committee discretion to vary vesting levels from formulaic outcome to ensure values reflect underlying performance, the experience of shareholders and exceptional adverse events, and an overall value cap of £20 million (equivalent to achievement of a £2.48 price per Ordinary Share), with Remuneration Committee discretion to vary or waive this cap.

The Company will continue to operate within the standard UK employee share award dilution limit of 10% over a ten-year period. The Awards will be satisfied using Ordinary Shares held by the Company's Employee Benefit Trust, cash, or the allotment of new Ordinary Shares. In the event of a change of control of the Company, the Awards would vest in full, subject to achievement of the share price conditions.

Enquiries:

The Pebble Group

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About The Pebble Group

The Pebble Group is a provider of technology, products and related services to the global promotional products industry, comprising two differentiated businesses, Facilisgroup and Brand Addition, focused on specific areas of the promotional products market. For further information, please visit www.thepebblegroup.com.

DEALING NOTIFICATION FORMS FOR USE BY PERSONS DISCHARGING MANAGERIAL RESPONSIBILITY AND THEIR CLOSELY ASSOCIATED PERSONS**Notification Form****The Pebble Group plc (Company)**

The information set out below is provided in accordance with the requirements of Regulation 19(3) of the EU Market Abuse Regulation No 596/2014:

1	Details of the person discharging managerial responsibilities/person closely associated	
(a)	Name	1. Christopher Lee 2. Claire Thomson
2	Reason for the notification	
(a)	Position/status	1. Chief Executive Officer 2. 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	The Pebble Group plc
(b)	LEI	213800LZUQAYBHDEQY04
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	
(a)	Description of the financial instrument, type of instrument Identification code	Ordinary shares of 1 pence each ISIN GB00BK71XP16 PEBB.L
(b)	Nature of the transaction	Award of nil-cost option share awards pursuant to The Pebble Group plc Long Term Incentive Plan
(c)	Price(s) and volume(s)	Price(s) Volume(s) 1 NIL 4,608,000 2 NIL 3,392,000
(d)	Aggregated information - Aggregated volume - Price	N/A
(e)	Date of the transaction	9 September 2025
(f)	Place of the transaction	Outside a trading venue

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