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TREATT PLC

("Treatt" or "the Group") Board and Management Appointments

and

Notice of Results and AGM Date

Treatt, the manufacturer and supplier of a diverse and sustainable portfolio of natural extracts and ingredients for the beverage, flavour and fragrance industries, announces details of interim management appointments which will come into effect on 1 January 2026. This follows the announcement on 25 November 2025 of David Shannon's intention to step down from his role as Chief Executive on 31 December 2025, and the commencement of a formal process to identify and appoint his successor.

Manprit Randhawa, who joined Treatt in September 2025 as Interim CFO will broaden his remit, and has been appointed as Interim Group Managing Director. Manprit has 20 years' experience in finance, commercial operations and strategy, most recently as Chief Financial Officer of SkinBioTherapeutics plc. He will have responsibility for business performance and for leading Treatt's high quality management team during this time. Manprit will report to the Board and become a Director of the Company. David and Manprit, already working together closely, will complete a suitable handover during the remainder of this month.

Kelly Gordon, currently Group Finance Director and Investor Relations lead, will have overall operational responsibility for the Group's finance function and reporting requirements, and will report to Manprit, who will retain oversight of the Group's financial strategy.

Treatt Chair, Vijay Thakrar said:

"We're delighted that both Manprit and Kelly are stepping up to take these additional responsibilities.

"Manprit has made a strong contribution since joining in September. He has quickly grasped our key business issues and has earned the confidence of our employees, leadership team and the Board, positioning him well to take on the Interim Group MD role. Kelly has been leading the finance function since becoming Group FD and is well known to Treatt's investors from her IR role in recent years.

"We are confident that this new interim management structure, with Manprit working alongside our strong leadership team, will steward the business well until a new CEO is in place."

Notice of Results and AGM date

The Group will publish its full year results for the financial year ended 30 September 2025 ("FY25") on 20 January 2026. Treatt will be holding its AGM on 26 March 2026, further details of which will be contained in the notice of meeting published as part of the FY25 Annual Report and Accounts.

There is no further information to be disclosed pursuant to the requirements of UKLR 6.4.8R in relation to Manprit Randhawa's appointment. Details of remuneration arrangements for Manprit Randhawa will be disclosed in the relevant directors' remuneration report.

Treatt PLC (via MHP) Vijay Thakrar Chair

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About the Group

Treatt is a global, independent manufacturer and supplier of a diverse and sustainable portfolio of natural extracts and

ingredients for the flavour, fragrance and multinational consumer product industries, particularly in the beverage sector. Renowned for its technical expertise and knowledge of ingredients, their origins and market conditions, Treatt is recognised as a leader in its field. The Group employs approximately 350 staff in Europe, North America and Asia and has manufacturing facilities in the UK and US. Its international footprint enables the Group to deliver powerful and integrated solutions for the food, beverage and fragrance industries across the globe.

For further information about the Group, visit www.treatt.com.

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