

11 December 2025

Cavendish plc
("Cavendish", "the Company" or the "Group")

Director Dealing

Cavendish plc (AIM:CAV) has been notified that on 10 December 2025 the FY26 Interim Dividend of 0.3 pence per share payable on the Partnership and Matching Shares held under the Company's Share Investment Plan ("SIP") by the Executive Directors/PDMRs set out in the table below was reinvested by the administrator of the SIP to purchase additional ordinary shares ("SIP Dividend Shares") at a price of 9.5p per share.

Director/PDMR	No. of SIP Dividend Shares Acquired	Resulting Shareholding	Shareholding % of ISC
Julian Morse, Co-CEO	1,925	7,187,708	1.86%
John Farrugia, Co-CEO	1,925	2,843,953	0.73%
Ben Procter, CFO	1,925	1,543,855	0.40%

Further details of the subscriptions are included in the notifications below, made in accordance with the requirements of the UK Market Abuse Regulation.

CONTACTS

Cavendish (Management)

Julian Morse, Co-Chief Executive Officer
John Farrugia, Co-Chief Executive Officer
Ben Procter, Chief Financial Officer

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investor.relations@cavendish.com

SPARK Advisory Partners (Nominated Advisor)

Matt Davis / Angus Campbell

Tel: +44 (0) 20 3368 3550

1	Details of the persons discharging managerial responsibility						
a)	Name	Julian Morse					
2	Reason for the notification						
a)	Position/status	Co-CEO					
b)	Initial notification/amendment	Initial					
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Full name of the entity	Cavendish plc					
b)	Legal Entity Identifier Code	213800DLRUJW6JVNS533					
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	Ordinary Shares of £0.01 nominal value each					
b)	Identification Code	GB00BGKPX309					
c)	Nature of the transaction	Purchase of Dividend Shares under the Share Incentive Plan					
d)	Currency	GBP - British Pound					
e)	Price(s) and Volume(s)	<table><tr><th>Price(s) per share</th><th>Volume(s)</th></tr><tr><td>£0.0950</td><td>1,925</td></tr></table>		Price(s) per share	Volume(s)	£0.0950	1,925
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£0.0950	1,925						

f)	Aggregated Information - Price - Volume - Total Price	N/A - Single transaction
g)	Date of transaction	10 December 2025
h)	Place of transaction	London Stock Exchange XLON

1	Details of the persons discharging managerial responsibility						
a)	Name	John Farrugia					
2	Reason for the notification						
a)	Position/status	Co-CEO					
b)	Initial notification/amendment	Initial					
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Full name of the entity	Cavendish plc					
b)	Legal Entity Identifier Code	213800DLRUJW6JVNS533					
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h)	Place of transaction	London Stock Exchange XLON					

1	Details of the persons discharging managerial responsibility						
a)	Name	Ben Procter					
2	Reason for the notification						
a)	Position/status	CFO					
b)	Initial notification/amendment	Initial					
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Full name of the entity	Cavendish plc					
b)	Legal Entity Identifier Code	213800DLRUJW6JVNS533					
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