

17 December 2025

Coats Group plc

Director/PDMR Shareholding

Notification and public disclosure of transactions by persons discharging managerial responsibilities and persons closely associated with them

1	Details of the person discharging managerial responsibilities/person closely associated		
a)	Name	Hannah Nichols	
2	Reason for the notification		
a)	Position/status	Executive Director (CFO)	
b)	Initial notification/Amendment	Initial notification	
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor		
a)	Name	Coats Group plc	
b)	LEI	2138003SPYWGAITNFY17	
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	Nil-cost option to acquire ordinary shares of £0.05 per share nominal value	
	Identification code	GB00B4YZN328	
b)	Nature of the transaction	1) Grant of standalone nil cost share option over 862,643 shares to compensate for a 2023 award forfeited as a result of Hannah Nichols leaving her previous employment and joining Coats Group plc., which is subject to the performance condition(s) set out in the Hill & Smith 2023 and 2024 Annual Reports 2) Grant of standalone nil cost share option over 771,229 shares to compensate for a 2024 award forfeited as a result of Hannah Nichols leaving her previous employment and joining Coats Group plc., which is subject to the performance condition(s) set out in the Hill & Smith 2023 and 2024 Annual Reports 3) Grant of nil cost share option over 698,897 shares under the terms of the Coats Group plc Long Term Incentive Plan ("LTIP") which is subject to the performance conditions set out in Appendix to this notification	
c)	Price(s) and volume(s)	Price(s)	Volume(s)
		Nil	862,643
		Nil	771,229
		Nil	698,897
d)	Aggregated information · - Aggregated volume · - Price	2,332,769 n/a	
e)	Date of the transaction	2025-12-16	
f)	Place of the transaction	Outside a trading venue	

Enquiry details

Investors	Chris Dyett	Coats Group plc	+44 (0)797 497 4690
Media	Nick Hasell Victoria Hayns	FTI Consulting	+44 (0) 20 3727 1340

Appendix - Performance Conditions applying to the nil cost share option granted under the LTIP (as set out in 4(b)(3) above)

Introduction

The following schedule sets out the performance conditions that will apply to the 2025 Coats Group PLC Long Term

The following table sets out the performance conditions that will apply to the 2025 Coats Group Incentive award. The performance period is 1 January 2025 to 31 December 2027.

Performance Measures & Weighting

The award has four performance measures and is weighted as set out below.

Measure	Weighting (% of total award)	Definition ¹
Coats Group plc Earnings Per Share Compound Annual Growth (CAGR)	30%	The Compound Annual Growth (CAGR) in EPS achieved in the performance period. The Board will consider the CAGR in Normalised EPS which is EPS, adjusted to exclude exceptional items such as property gains or losses and the impact of IAS19 charges (pensions finance).
Average Cash Conversion over 3-years (Cash)	20%	The average of the adjusted Free Cash Flow divided by normalised Attributable Profit for each of the three years in the performance period. The adjusted Free Cash Flow is after maintaining the company's asset base ie operating cash flow minus capital expenditures, adjusted for exceptional items such as property gains or losses.
Total Shareholder Return	25%	The total returns to shareholders which includes share price growth and ordinary dividend payments. The performance condition is measured against a comparator group consisting of the FTSE250 minus investment trusts.
Sustainability	25%	Achievement of 3 independent equally weighted Sustainability goals.
TOTAL	100%	

1. Subject to such adjustments as required by the Committee to ensure the performance condition fulfils its original intent.

Performance Targets and Vesting Schedule

EPS CAGR (adjusted if necessary)	Threshold	Maximum
EPS CAGR in the period from 2025-2027. Measured from the 2024 base year	4%	12%
Vesting (The proportion of the award for this measure that vests)	25%	100%
Average Cash Conversion	Threshold	Maximum
Average Cash Conversion over the period 2025 to 2027	70%	90%
Vesting (The proportion of the award for this measure that vests)	25%	100%
Total Shareholder Return	Threshold	Maximum
Ranking Position vs FTSE250 (excluding investment trusts)	Median	Upper Quartile
Vesting (The proportion of the award for this measure that vests)	25%	100%
Sustainability	Threshold	Maximum
Absolute reduction in Scope 1&2 emissions in tonnes from 2019 baseline	55%	65%
Absolute reduction in Scope 3 emissions in tonnes from 2019 baseline	22%	26%
Percentage of females in senior leadership roles	33%	37%
Vesting (The proportion of the award for this measure that vests)	25%	100%

There is a proportionate straight-line vesting for performance between each of the targets shown above. The range of performance targets have been set with reference to internal planning and external market expectations for the Company's future performance and are considered similarly challenging to the targets set in prior years allowing for current market conditions. The Committee would consider appropriate adjustments to the financial performance targets to extent the Company undertook material acquisitions or divestments, or share buybacks, during the period from 1 January 2025 to 31 December 2027.

About Coats Group plc

Coats is a world-leading Tier 2 manufacturer and trusted partner for the apparel and footwear industries. We deliver essential materials, components, and software solutions that help our customers grow, compete and win.

With over 250 years of industry expertise, we're shaping the future of the apparel and footwear supply chain through insight-led innovation, impactful sustainability practices, and digital technologies that unlock better product quality, efficiency and performance.

Headquartered in the UK, Coats is a FTSE 250 company and a constituent of the FTSE4Good Index. In 2024, we generated 1.5 billion in revenue and employed 16,000 people worldwide - all united by a spirit of innovation, quality and service. Learn more at www.coats.com or follow us on LinkedIn.

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