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24 August 2026

COHORT PLC
("Cohort" or "the Company")

Director Shareholdings
Grant of Long-Term Incentive Plan Awards

The Company announces that on 20 August 2026 the following awards over ordinary shares of 10 pence each in the Company ("**Shares**") were granted under the Cohort plc Executive Long Term Incentive Plan ("**LTIP**") to the following directors and/or persons discharging managerial responsibilities ("**PDMRs**"):

Director / PDMR	Position	No. of Shares under award
Andrew Thomis	Chief Executive Officer	23,247
Simon Walther	Finance Director	17,269
Christopher Axcell	Chief Operating Officer	15,068

The awards have been granted in the form of nil-cost Shares and will not normally vest before 20 August 2029. Awards may vest on that date, in whole or in part, dependent on performance against organic growth and total growth targets, measured over a three-year period.

Such awards granted to the Executive PDMRs are additionally subject to a two-year holding period following the vesting date.

On 16 February 2026 the Company announced that on 13 February 2026 the following awards over ordinary shares of 10 pence each in the Company ("**Shares**") were granted under the Cohort plc Restricted Share Plan ("**RSP**") to the following person discharging managerial responsibilities, Christopher Axcell:

Director / PDMR	Position	No. of Shares under award
Christopher Axcell	Chief Operating Officer	4,435

Due to an administrative error the beneficial ownership of the Shares was not transferred meaning that the award that was announced was not made. To correct this error the Company announces that, on 24 August 2026, a Conditional Award of 4,435 nil-cost shares under the RSP, with the same number of shares and vesting date as the 16 February announcement, was re-awarded to Christopher Axcell. The Shares will not normally vest before 13 February 2029. Vesting is subject to the recipient continuing to hold office or employment with the Cohort group.

The information set out below is provided in accordance with the requirements of Article 19 of the EU Market Abuse Regulation.

NOTIFICATION OF TRANSACTIONS OF PERSONS DISCHARGING MANAGERIAL RESPONSIBILITIES		
1	Details of the person discharging managerial responsibilities / person closely associated	
a)	Name	Andrew Thomis
2	Reason for the notification	
a)	Position/status	Chief Executive
b)	Initial notification/amendment	Initial notification
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor	
a)	Full name of the entity	Cohort plc

a)	Full name of the entity	Cohort plc
b)	Legal Entity Identifier Code	213800WE61C73LZZNW11
4	Details of the transaction(s)	
a)	Description of the financial instrument, type of instrument	Ordinary shares in Cohort plc with a nominal value of 10 pence each
b)	Identification Code	GB00B0YD2B94
c)	Nature of the transaction	Performance-related award of shares under the Cohort plc Executive Long Term Incentive Plan with a vest date of 20 August 2029
d)	Currency	GBP - British Pound
e)	Price(s) and Volume(s)	23,247 Shares at nil pence per share
f)	Aggregated Information - Price - Volume - Total	N/A
g)	Date of transaction	20 August 2026
h)	Place of transaction	Outside of a trading venue

NOTIFICATION OF TRANSACTIONS OF PERSONS DISCHARGING MANAGERIAL RESPONSIBILITIES		
1	Details of the person discharging managerial responsibilities / person closely associated	
a)	Name	Simon Walther
2	Reason for the notification	
a)	Position/status	Finance Director
b)	Initial notification/amendment	Initial notification
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor	
a)	Full name of the entity	Cohort plc
b)	Legal Entity Identifier Code	213800WE61C73LZZNW11
4	Details of the transaction(s)	
a)	Description of the financial instrument, type of instrument	Ordinary shares in Cohort plc with a nominal value of 10 pence each
b)	Identification Code	GB00B0YD2B94
c)	Nature of the transaction	Performance-related award of shares under the Cohort plc Executive Long Term Incentive Plan with a vest date of 20 August 2029
d)	Currency	GBP - British Pound
e)	Price(s) and Volume(s)	17,269 Shares at nil pence per share
f)	Aggregated Information - Price - Volume - Total	N/A
g)	Date of transaction	20 August 2026
h)	Place of transaction	Outside of a trading venue

NOTIFICATION OF TRANSACTIONS OF PERSONS DISCHARGING MANAGERIAL RESPONSIBILITIES		
1	Details of the person discharging managerial responsibilities / person closely associated	
a)	Name	Christopher Axcell
2	Reason for the notification	
a)	Position/status	Chief Operating Officer
b)	Initial notification/amendment	Initial notification
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor	
a)	Full name of the entity	Cohort plc
b)	Legal Entity Identifier Code	213800WE61C73LZZNW11
4	Details of the transaction(s)	
a)	Description of the financial instrument, type of instrument	Ordinary shares in Cohort plc with a nominal value of 10 pence each
b)	Identification Code	GB00B0YD2B94
c)	Nature of the transaction	Performance-related award of shares under the Cohort plc Executive Long Term Incentive Plan with a vest date of 20 August 2029
d)	Currency	GBP - British Pound
e)	Price(s) and Volume(s)	15,068 Shares at nil pence per share
f)	Aggregated Information - Price - Volume - Total	N/A
g)	Date of transaction	20 August 2026
h)	Place of transaction	Outside of a trading venue

NOTIFICATION OF TRANSACTIONS OF PERSONS DISCHARGING MANAGERIAL RESPONSIBILITIES		
1	Details of the person discharging managerial responsibilities / person closely associated	
a)	Name	Christopher Axcell
2	Reason for the notification	
a)	Position/status	Chief Operating Office
b)	Initial notification/amendment	Initial notification
3	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor	

Section 4		
a)	Full name of the entity	Cohort plc
b)	Legal Entity Identifier Code	213800WE61C73LZZNW11
4	Details of the transaction(s)	
a)	Description of the financial instrument, type of instrument	Ordinary shares in Cohort plc with a nominal value of 10 pence each
b)	Identification Code	GB00B0YD2B94
c)	Nature of the transaction	Re-award of shares under the Cohort plc Restricted Share Plan with a vest date of 13 February 2029
d)	Currency	GBP - British Pound
e)	Price(s) and Volume(s)	4,435 Shares at nil pence per share
f)	Aggregated Information	N/A
	- Price	
	- Volume	
	- Total	
g)	Date of transaction	24 August 2026
h)	Place of transaction	Outside of a trading venue

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For further information contact:

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NOTES TO EDITORS

Cohort plc (www.cohortplc.com) is the parent company of seven innovative, agile and responsive businesses based in the UK, Australia, Germany, Italy, Canada and Portugal, providing a wide range of services and products for domestic and export customers in defence and related markets.

Cohort (AIM: CHRT) was admitted to London's Alternative Investment Market in March 2006. It has headquarters in Reading, Berkshire and employs in total over 1,700 core staff there and at its other operating company sites.

The Group is split into two divisions: Communications and Intelligence, and Sensors and Effectors:

Communications and Intelligence ("C&I")

- EID designs and manufactures advanced communications systems for naval and military customers. Cohort acquired a majority stake in June 2016. www.eid.pt
- EMSolutions designs, assembles, tests, and supports advanced mobile satellite communications terminals for naval and other customers. Acquired by Cohort in January 2025. www.emsolutions.com.au
- MASS is a specialist data technology company serving the defence and security markets, focused on electronic warfare, digital services, and training support. Acquired by Cohort in August 2006. www.mass.co.uk
- MCL designs, sources, and supports advanced electronic and surveillance technology for UK end users including the MOD and other government agencies. MCL has been part of the Group since July 2014. www.marlbroughcomms.com

Sensors and Effectors ("S&E")

- Chess Dynamics offers surveillance, tracking and fire-control systems to the defence and security markets. Chess has been part of the Group since December 2018. www.chess-dynamics.com
- ELAC SONAR supplies advanced sonar systems and underwater communications to global customers in the naval marketplace. Acquired by Cohort in December 2020. www.elac-sonar.de
- SEA delivers and supports technology-based products for the defence market alongside specialist research and training services. Acquired by Cohort in October 2007. www.sea.co.uk

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