

FORM OF PROXY
ULTIMATE PRODUCTS PLC

(a public limited company incorporated and registered in England and Wales, registered number 05432142)

**For use at the Annual General Meeting of the members of Ultimate Products plc
to be held at 1.00 p.m. on 12 December 2025 at Manor Mill,
Victoria Street Chadderton, Oldham OL9 0DD**

**Before completing this form, please read the explanatory notes
below and the Notice of the Annual General Meeting**

I/We of
being (a) holder(s) of ordinary shares of 0.25 pence each in the capital of Ultimate Products plc (**Company**), hereby appoint the
Chair of the meeting or (see note (1)) as my/our proxy to attend,
speak and vote on my/our behalf at the Annual General Meeting of the Company to be held on **12 December 2025 at 1.00 pm**
and at any adjournment thereof. I/We direct the proxy to vote on the resolutions as follows (see notes (2) and (3)):

ORDINARY RESOLUTIONS	For	Against	Withheld
1. To receive, approve and adopt the audited accounts of the Group and the Company for the year ended 31 July 2025 together with the Directors' and auditor's reports thereon.			
2. To receive and approve the annual statement by the Chair of the Remuneration Committee set out on pages 58 to 59 of the Company's Annual Report and Accounts and the Directors' Remuneration Report as set out on pages 60 to 67 of the Company's Annual Report and Accounts for the year ended 31 July 2025.			
3. To declare a final dividend of 2.15 pence per ordinary share of 0.25 pence in the capital of the Company for the year ended 31 July 2025.			
4. To re-elect Christine Adshead as a director of the Company.			
5. To re-elect Andrew John Gossage as a director of the Company.			
6. To re-elect Simon Adom Showman as a director of the Company.			
7. To re-elect John Christopher Stewart Dent as a director of the Company.			
8. To re-elect Robbie Ian Bell as a director of the Company.			
9. To re-elect José Carlos González-Hurtado as a director of the Company.			
10. To re-elect Andrew Milne as a director of the Company.			
11. To re-appoint PKF Littlejohn LLP as the Company's auditor.			
12. To authorise the Audit Committee of the Board to determine the auditor's remuneration.			
13. To authorise the directors to allot shares in the capital of the Company.			

SPECIAL RESOLUTIONS	For	Against	Withheld
14. To generally disapply pre-emption rights in relation to the allotment of shares in the capital of the Company.			
15. To approve the waiver to make general offer pursuant to Rule 9 of the City Code on Takeovers and Mergers as a result of any market purchases of ordinary shares pursuant to the Proposed Renewed Buy-Back Authority.*			
16. To authorise the Company to be able to buy back shares in the capital of the Company.			
17. To cancel the listing of the Company's ordinary shares on the ESCC category of the Official List and to remove such shares from trading on the Main Market of the London Stock Exchange, and to apply for admission of the Company's ordinary shares to trading on AIM.			

* Resolution 15 is an Ordinary Resolution.

Please indicate how you wish to vote with a cross in the appropriate box. If no indication is given, your proxy will be deemed to have the authority to vote or abstain at his/her discretion.

Please tick here if appointing more than one proxy:	
Please indicate the number of shares in relation to which your proxy is authorised or leave blank to authorise your proxy to act in relation to your full voting entitlement:	

Signature

Date2025

Shareholder Reference Number:

Notes to the proxy form

1. If you wish to appoint a proxy other than the Chair, please add his or her name in the blank space provided, delete the words “the Chair of the meeting or” and initial the alteration. A proxy need not be a member of the Company but must attend the meeting in person to represent you. If you wish your proxy to speak on your behalf at the meeting, you will need to appoint your own choice of proxy (not the Chair) and give your instructions directly to them.
2. To direct your proxy how to vote on the resolutions mark the appropriate box with an “X”. Unless you indicate otherwise, your proxy may vote or abstain from voting as he or she thinks fit.
3. You may appoint more than one proxy provided each proxy is appointed to exercise rights attached to different shares. You may not appoint any more than one proxy to exercise rights attached to the same share(s). To appoint more than one proxy, you should photocopy the Proxy Form. On each Proxy Form, please indicate in the box next to the proxy holder's name the number of shares in relation to which you authorise them to act as your proxy. The total number of shares entered on all the Proxy Forms you submit must not exceed the number of shares you hold in the Company. Please also indicate, by marking the relevant box, if the proxy instruction is one of multiple instructions being given. To be valid, all Proxy Forms and additional Proxy Forms must be signed and returned to Equiniti Limited, Aspect House, Spencer Road, Lancing BN99 6DA by post or by hand so as to be received no later than 1.00 p.m. on 10 December 2025. Where multiple Proxy Forms are completed, they should be returned together in the same envelope if possible.
4. If no number of shares is entered, the proxy will be authorised to act on your behalf in relation to your entire shareholding in the Company.
5. The vote ‘Withheld’ option is provided to enable you to abstain on any particular resolution. It should be noted that a vote withheld is not a vote in law and will not be counted in the calculation of votes ‘For’ or ‘Against’ a resolution. If no voting indication is given, your proxy may vote or abstain from voting at his or her discretion.
6. A Proxy Form for a body corporate must be either signed by a duly authorised officer or attorney of such body or executed under its common seal. If this Proxy Form is signed under a power of attorney or other authority, that power of attorney or other authority (or a certified copy thereof) must be provided with the signed Proxy Form.
7. Only one of the joint holders need sign the Proxy Form. If more than one joint holder tenders a vote in person or by proxy, the vote of the person whose name stands first in the register will be accepted to the exclusion of the votes of the other joint holder(s).
8. Completion of this Proxy Form will not preclude you from attending, speaking and voting in person at the meeting should you so wish, subject to the attendance requirements described at note 1 above. You should, however, note that although it is currently expected that the Annual General Meeting will be held as a physical meeting at the venue specified above, this may be subject to change. Shareholders should regularly check the Company's website for updates in relation to the Annual General Meeting and such updates will also be announced via Regulation Information Service.