

31 July 2025

**ASOS plc
("ASOS" or the "Company")
ASOS announces Board changes**

ASOS today announces the appointment of Natasja Laheij as Chair with effect from FY25 year end results and the appointment of William Barker as Deputy Chair effective immediately.

Jørgen Lindemann joined the ASOS Board in November 2021 and has served as Chair since August 2022. Jørgen is also CEO of Viaplay Group. Jørgen has decided to step down from the Board following an orderly handover period at the end of his current term, with effect from FY25 year end results.

Natasja joined the ASOS Board in April 2023 as an Independent Non-Executive Director ("NED"), serving as Chair of the Audit Committee, and as a member of the Remuneration Committee, and was appointed as Senior Independent Director in February 2024. Natasja has 30 years of experience in international commercial & financial management across a range of sectors, including e-commerce and technology, in B2C and B2B environments through her roles in Deloitte Australia, Sony Ericsson, Apple, CFO Amazon Fashion Europe and CFO Platforms and Devices Google EMEA. Natasja is currently Audit Chair of Vandemoortele NV, a privately owned food producer, and is due to step down from her position as Interim CFO at Personio, a privately owned HR SaaS provider, by September 2025.

William joined the ASOS Board in September 2023 as Non-Executive Director and is a member of the Nomination Committee. William is the Founder and CEO of Camelot Capital Partners LLC ("Camelot Partners"), a California-based investment company, and has experience founding, building, and turning around digitally-enabled businesses. He is Co-Founder and Co-Executive Chairman of Slate Auto, an electric-vehicle company based in Detroit; Co-Founder and Partner of Re:Build Manufacturing, an industrial platform for next generation manufacturing, and is Co-Founder and Executive Chairman of Tapi Carpets & Floors, Europe's largest flooring retailer. William focuses on building cultures and operations that scale long-term competitive advantage, whilst driving high-quality capital allocation. As per his previous position, William continues to waive his Board fees in full for this appointment.

The newly created Deputy Chair role is designed to support the Chair and the Management Committee on strategy, culture and operational initiatives as required.

Following Natasja's appointment as Chair, a process to appoint a new Chair of the Audit Committee is underway and an announcement will be made as appropriate in due course. Jose Manuel Martinez Gutiérrez, who joined the ASOS Board as an independent NED in April 2023, will succeed Natasja as Senior Independent Director.

José Antonio Ramos Calamonte, ASOS CEO, said:

"I would like to extend my deepest thanks to Jørgen, whose support has been invaluable to ASOS throughout his tenure on the Board. I look forward to working closely with Natasja given her extensive governance experience, and with William given his knowledge of ASOS and operational expertise as we continue to execute our strategy."

Jørgen Lindemann, ASOS Chair, said:

"It has been a privilege to serve on the ASOS Board over the last four years, throughout an incredibly important period for the business. I have valued the ASOS Board and Natasja, William and José's insights and oversight during this time, and I am confident that we have the right leadership to deliver sustainable, profitable growth."

For further information:

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About ASOS

Founded in 2000, ASOS has 18m active customers in over 200 markets. We bring fashion lovers around the world the best and most relevant fashion through our unique own brands including ARRANGE, ASOS DESIGN, COLLUSION, Topshop, and Topman, styled with the most exciting products from local and global partner brands. With our expert in-house design team and agile and flexible commercial model, including ASOS Fulfilment Services, Partner Fulfills, and Test & React, we make the latest trends accessible to all and give customers the confidence to be whoever they want to be.

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