

9 September 2025

ROADSIDE REAL ESTATE PLC
("Roadside," the "Company" or the "Group")

**Appointment of Chief Operating Officer &
Implementation of new Long-Term Incentive Plan ('LTIP' or 'the Plan')**

Roadside (AIM: ROAD), the UK real estate company focused on value-led roadside and convenience retail, is delighted to announce the appointment of David Phillpot as Chief Operating Officer (non-Board). He will take up his position effective 10 November 2025.

David will join Roadside from BP where he was Vice President Europe leading the Convenience business across eight markets and responsible for over 4bn of revenue across 3,500 stores.

Prior to BP, David had a long career with M&S in a number of senior roles across franchise, trading and convenience.

Commenting, Roadside CEO Charles Dickson said:

"We are delighted to announce David's appointment to Roadside. His extensive and relevant experience in the operational management of petrol filling station and convenience assets comes at an important time in the development of the Company's strategic direction, as we realign our business to focus on creating, operating, managing and growing an exciting portfolio of roadside real estate assets."

New LTIP

Upon the recommendation of the Group's Remuneration Committee, the Board has approved the implementation of a new LTIP which allows for the grant of options to acquire shares to executives and senior management of the Group.

The Remuneration Committee has designed the Plan to attract strong candidates to senior management positions in the Company, to retain these individuals, and to incentivise the Company's management team to deliver sustainable, long term value creation for shareholders.

The LTIP provides for the grant of options to acquire ordinary shares in the Company to be made to all employees of the Group (including executive directors and senior management) at the discretion of the Remuneration Committee. The maximum number of shares which can be issued on the exercise of options granted under the Plan (and pursuant to other options granted by the Company) may not exceed 10% of the Company's issued share capital over a period of 10 years.

It is anticipated that options granted under the Plan will generally be subject to a three-year vesting period from the date of grant, with the proportion of options which ultimately vest and are capable of exercise dependent on the option holder's continued service. The Remuneration Committee may also specify additional performance conditions where it considers it appropriate.

No awards have been granted under the Plan as at the date of this announcement. Further announcements will follow on the granting of awards.

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