

DIRECTORATE CHANGE
OCADO GROUP PLC

17 November 2025

Ocado Group plc
Directorate Changes

Director Retirements

Ocado Group plc ("Ocado" or the "Company") announces that, following her nine-year term, Emma Lloyd will retire from the Board of Directors (the "Board") of the Company with immediate effect following her nine-year term. Emma joined the Board in 2016, and has served as a member of the Remuneration and People Committees during her tenure.

Adam Warby, Chair of Ocado, said:

"The Board is extremely grateful to Emma for her dedication to Ocado and invaluable contributions over the years. We wish her every success in the future."

As announced previously on 3 June 2025, Neill Abrams, Group General Counsel and Company Secretary, will be retiring on 30 November 2025 following 25 years of service to the Company. The Board wishes to express its gratitude to Neill for his significant and multifaceted contributions to the Company, and wishes him well for the future. The Board was pleased to welcome Mollie Stoker as Group General Counsel and Company Secretary in September 2025, ensuring an orderly transition.

Senior Independent Director

In addition, the Board has agreed an extension of Andrew Harrison's tenure as Senior Independent Director and Designated Non-Executive Director for workforce engagement for an additional 12 months to 1 March 2027. Andrew has a deep understanding of the business and he continues to provide the Board and leadership team with valuable perspectives and continuity at a time of significant change.

Person responsible for arranging the release of this announcement:

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