

Non-financial Basis of Reporting

2025



PURPOSE OF THIS DOCUMENT

This document sets out the scope, definition, assumptions, and methodology for the calculation of key non-financial metrics included in the Ocado Group Annual Report.

It provides additional transparency to the non-financial metrics by explaining the methodology behind each quantified figure. Non-financial reporting is an evolving space, and as such, we expect to develop our Basis of Reporting in line with new standards and regulations.

As we continue to improve our reporting processes over non-financial metrics, the Basis of Reporting will be refreshed each year to reflect the latest updates.

SCOPE OF REPORTING

Our non-financial reporting includes all Ocado Group and subsidiary activities, noting that investments and joint ventures such as Ocado Retail Limited (“ORL”) are excluded from metrics unless otherwise indicated.

Metrics have been calculated in line with the 52 weeks ending 30 November 2025 (“FY25”), unless otherwise stated. Exceptions to this are where protocol or legislation requires point-in-time reporting, such as the gender pay gap legislation for the UK.

Where subsidiaries, operations, or sites have been excluded from reporting, this has been called out for the relevant metric and an explanation provided.

ACQUISITIONS, MERGERS AND DISPOSALS

Where an acquisition or merger occurs in the financial year, entities are included from the following reporting period. For sold or disposed operations or entities, results are included up to the point of disposal, and reporting will cease from the point of disposal. Any additional information regarding acquisitions, mergers, or disposals is included within the relevant metric section where appropriate.

RESTATEMENT POLICY

We strive to continuously improve our data quality and non-financial metrics. Historic data is restated where material movements are identified. A material movement is a movement of over 5% and can occur due to methodology changes, recalculations, changes in estimates, or errors identified.

RESTATEMENTS DURING THE YEAR

This year, we have restated our FY24 Scope 3.1 and 3.2 emissions. This restatement reflects a shift from using recognising spend at the payment date to recognising spend as at the invoice date, to provide closer alignment with the accruals basis used in our financial reporting. We have also restated our FY24 comparative and FY23 baseline for Scope 3 emissions per £m revenue to exclude ORL revenue now that this Joint Venture has been deconsolidated from our financial reporting.

We have also changed our methodology for ‘% of spend with suppliers with EcoVadis Bronze medal or higher’ to include total group procurement spend, rather than procurement spend from Technology Operations supply chain. We have restated our FY24 comparative to align with this new methodology.

INDEPENDENT LIMITED ASSURANCE

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by the Directors of Ocado Group to provide limited assurance, in accordance with ISAE 3000 (Revised) and ISAE 3410 for greenhouse gas emissions, for the following selected information:

- Total Scope 1 GHG emissions [MT CO₂e]
- Total Scope 2 GHG emissions (market-based) [MT CO₂e]
- Total Scope 2 GHG emissions (location-based) [MT CO₂e]
- Total Scope 1 and 2 (location-based) GHG emissions intensity [MT CO₂e per 100,000 orders]
- Total Scope 1 and 2 (market-based) GHG emissions intensity [MT CO₂e per 100,000 orders]
- Total Scope 3 GHG emissions (consisting of categories 1-7, 13 and 15 only) [MT CO₂e]
- Total Scope 3 emissions GHG intensity (consisting of categories 1-7, 13 and 15 only) [MT CO₂e per £m revenue]
- Reduction in GHG emissions per van drop - ORL [%]
- Reduction in GHG emissions per van drop - Aeon [%]
- Reduction in GHG emissions per van drop - Kroger [%]
- Total renewable energy used [MWh]
- Renewable energy used [%]
- Employee Net Promoter Score ("eNPS") for Ocado Technology Solutions [Average of quarterly eNPS scores]

ERM CVS' unqualified limited assurance opinion can be found at:

www.ocadogroup.com/sustainability/policies-and-disclosures

REPORTING CRITERIA

The Greenhouse Gas emissions have been calculated in line with the GHG Protocol - A Corporate Accounting and Reporting Standard (revised edition), developed by the World Resources Institute/World Business Council for Sustainable Development.

EMISSION FACTORS

Emission factors have been aligned to the period in which emissions occurred. As such, consumption data from 2 December to 31 December 2024 will have 2024 emission factors applied, whilst consumption data from 1 January to 30 November 2025 will have 2025 emission factors applied. All emissions are calculated as carbon dioxide equivalent (CO₂e), where all other greenhouse gases: methane (CH₄); nitrous oxide (N₂O); and hydrofluorocarbons (HFCs) are translated into the global warming potential equivalent to that of carbon dioxide. Emission factors are sourced from the most local level available. The following sources of information have been considered: UK government GHG conversion factors for company reporting, published by the Department for Business, Energy & Industrial Strategy (2024 and 2025); IPCC fourth assessment report: climate change 2007; IPCC guidelines for national greenhouse gas inventories: reference manual (2006); US Environmental Protection Agency emissions and generation resource integrated database ("eGRID") (2024 and 2025); Environment Canada National Inventory Report, Greenhouse Gas Sources and Sinks in Canada: 1990-2021 (2024); International Energy Agency (IEA) (2024 and 2025), Hotel Sustainability Benchmarking Index 2024 (Cornell), European Association of Issuing Bodies (AIB) 2024 for residual mix factors, Energi Företagen 2024 (Sweden, district heating), EXIOBASE 3 EEIO (2019).

BASIS OF REPORTING

SCOPE 1 EMISSIONS

Metric	Methodology	Exclusions
<p>Fuel consumed within our complete vehicle fleet</p> <p>(tonnes of CO₂e)</p>	<p>Data Source: On-site fuel consumption is measured using a web-based fuel management system, which captures fuel usage in real time. For off-site fuel consumption, a fuel card system is used to monitor usage. HVO biofuel consumption is recorded based on invoices received. Where invoices are not available for HVO biofuel consumption, estimation is used based on historical fuel usage.</p> <p>Date of Capture: Fuel usage is recorded in the period it is consumed. In cases where consumption is based on invoicing, it is captured according to the invoice date.</p> <p>Unit of Measurement: Fuel consumption is recorded in litres.</p> <p>Calculation: Total fuel consumed (litres) × emission factor.</p>	<p>None.</p>
<p>Natural gas consumed for heating all our facilities (leased and owned)</p> <p>(tonnes of CO₂e)</p>	<p>Data Source: Data for direct consumption of natural gas for heating facilities is based on invoices provided by suppliers.</p> <p>Date of Capture: Data is captured according to the invoice date.</p> <p>Calculation: Total natural gas consumed (kWh) × emission factor.</p> <p>Methodology of Estimation: Where data is not available for the final month of the reporting period, an average daily consumption of the prior three months has been used. In cases where consumption is not available for the final quarter of the year due to data delays, usage has been estimated using a daily average of the prior three quarters. For offices located in North America, an estimation of the energy used is made based on the square footage of the property.</p>	<p>None.</p>

SCOPE 1 EMISSIONS continued

Metric	Methodology	Exclusions
<p>Refrigerant gases lost from equipment in our operation</p> <p>(tonnes of CO₂e)</p>	<p>Data Source and Measurement: Data for refrigerant gas loss is measured by the amount of refrigerant required to top up equipment.</p> <p>Date of Capture: Data is captured according to the invoice date.</p> <p>Refrigerants in Buildings Data Source and Measurement: Refrigerant gases in buildings (Ammonia, R407F, R404A, R22, R407C, R410A) are tracked in kilograms based on reports provided by our refrigerant maintenance suppliers. Calculation: Total mass of leaked refrigerant (kg) × relevant GWP (Global Warming Potential) for each refrigerant type, with total emissions being summed together.</p> <p>Refrigerants in LGVs Data Source and Measurement: Refrigerant gas in LGVs (R452A) is tracked in kilograms based on supplier reports provided by our refrigerant maintenance suppliers. Calculation: Total refrigerant gas (kg) × emission factor for R452A.</p> <p>Refrigerants in Fleet Data Source and Measurement: Refrigerant leakage within our fleet (R134A) is tracked in kilograms based on supplier reports provided by our refrigerant maintenance suppliers. Calculation: Total refrigerant gas (kg) × emission factor for R134A.</p>	<p>None.</p>
<p>Fuel consumption from Ocado's emergency backup generators</p> <p>(tonnes of CO₂e)</p>	<p>Data Source and Measurement: Generator fuel is tracked in litres, with data captured based on purchase orders and invoicing.</p> <p>Date of Capture: Data is captured according to the invoice date. Consumption is recorded in the month invoices are received.</p> <p>Calculation: Total fuel consumed (litres) × emission factor.</p>	<p>None.</p>

SCOPE 1 EMISSIONS continued

Metric	Methodology	Exclusions
<p>Consumption of dry ice for cooling of equipment</p> <p>(tonnes of CO₂e)</p>	<p>Data Source and Measurement: Dry ice consumption is based on the invoiced amount of dry ice delivered.</p> <p>Date of Capture: Data is captured according to the invoice date.</p> <p>Calculation: Total dry ice delivered (tonnes) × emission factor.</p>	None.
<p>Consumption of Compressed Natural Gas ("CNG") consumed within our HGV fleet</p> <p>(tonnes of CO₂e)</p>	<p>Data source and measurement: Data is based on invoices. Compressed natural gas consumption is measured in kilograms.</p> <p>Date of capture of consumption: Data is captured according to the invoice date.</p> <p>Date of capture of emission factor: A blend of compressed natural gas (CNG) and biomethane is used within our HGV fleet. The RTFO certifications, which detail the precise composition of this blend, are received quarterly in arrears. As a result, full financial year data is not available at year-end. To determine the applicable emission factor, the average blend from the most recent two available quarters is used.</p> <p>Calculation: Total compressed natural gas consumed (kgs) × emission factor.</p>	None.

SCOPE 2 EMISSIONS (LOCATION-BASED & MARKET-BASED)

Metric	Methodology	Exclusions
<p>Consumption of electricity powering every site in the operation (leased and owned)</p> <p>(tonnes of CO₂e)</p>	<p>Consumption of electricity Data source and measurement: Data for electricity is measured by the amount of electricity consumed in kWh based on invoices.</p> <p>Date of capture: Data is captured according to the invoice date.</p> <p>Methodology of estimation: Where primary electricity data is unavailable, consumption is estimated based on square footage. For offices missing data for the final month, year-end consumption is estimated using the previous three months to reflect seasonal trends.</p> <p>Location-based emissions Electricity consumption data is multiplied by location-based emission factors selected based on the jurisdiction in which the electricity is generated.</p> <p>Market-based Where renewable energy certificates (RECs) cover the procured electricity, a zero kg CO₂e per kWh emission factor is applied. Where there is no REC that covers the procured electricity, electricity consumption figures are multiplied by residual grid factors where available, or by location-based emission factors where residual factors are unavailable.</p>	<p>None.</p>
<p>Consumption of district heating and cooling for the same sites</p> <p>(tonnes of CO₂e)</p>	<p>Location-based Data source and measurement: Heating and cooling data is measured in kWh based on invoices.</p> <p>Date of capture: Data is captured according to the invoice date.</p> <p>Calculation: Total heating and cooling consumed (kWh) × location-based emission factor.</p> <p>Market-based None of our consumption of district heating and cooling is currently covered by RECs. Residual factors are also unavailable. Therefore, we calculate market-based emissions as: Total heating and cooling consumed (kWh) × location-based emission factor.</p>	<p>Heating and cooling is limited to non-UK sites.</p>

SCOPE 3 EMISSIONS

Metric	Methodology
<p>Category - 3.1 Purchased Goods and Services</p> <p>(tonnes of CO₂e)</p>	<p>We have reviewed all payments made to third party suppliers for the financial year.</p> <p>The Greenhouse Gas Protocol ("GHGP") spend-based method has been applied, taking into account:</p> <ul style="list-style-type: none"> • GBP spend per supplier. • The category of goods or services provided by that supplier • The emissions factor associated with that category and country of the supplier, according to the Exiobase Environmentally Extended Input Output model. <p>Spend has been categorised into capital expenditure and operational expenditure based on the Group's purchasing ledgers. This includes our international technological development centres. Industry categories were assigned based on the purchasing categories and accounts. Foreign currencies are converted using the average exchange rate for the month in which the expenditure was incurred. Spend is recognised at the invoice date.</p> <p>Exceptions to the spend-based method are as follows:</p> <p>For cloud computing, supplier-specific emission factors were used for our two main cloud storage suppliers, based on primary data provided by the suppliers.</p> <p>For water usage, the GHGP average data methodology was applied. We reviewed water usage data from sites under Ocado Group's operational control. Where consumption data was available, it was used with the relevant emission factor applied. Where data was unavailable, water usage was estimated based on the size of the space utilised.</p> <p>Exclusions: Payments to third party suppliers for goods and services that are accounted for in either Scope 1 (fuel), Scope 2 (electricity), or other Scope 3 categories.</p> <p>Intercompany transactions, taxes, and employee-related expenses like salaries and benefits, which do not represent spending on goods or services, are excluded.</p> <p>Spend related to our entity Haddington Dynamics was excluded due to data unavailability.</p>

SCOPE 3 EMISSIONS continued

Metric	Methodology
<p>Category - 3.2 Capital Goods</p> <p>(tonnes of CO₂e)</p>	<p>We reviewed all third-party supplier payments for the financial year.</p> <p>The GHGP spend-based method was applied, considering:</p> <ul style="list-style-type: none"> • GBP spend per supplier • Supplier's category of goods or services • Emissions factors from the Exiobase Environmentally Extended Input-Output model <p>Spend was classified as capital or operational expenditure based on purchasing ledgers across the Group and our international technology development centres. Industry categories were assigned accordingly. Foreign currency spend was converted using the average exchange rate for the month of expenditure. Spend is recognised at the invoice date.</p> <p>Exclusions:</p> <ul style="list-style-type: none"> • Payments for goods and services accounted for in Scope 1, Scope 2, or other Scope 3 categories • Intercompany transactions and tax payments • Spend related to Haddington Dynamics due to data unavailability
<p>Category - 3.3 Fuel & energy related activities</p> <p>(tonnes of CO₂e)</p>	<p>We have reviewed the same inputs as for the Scope 1 and 2 emissions assessments. These are the energy and fuel purchase and usage across any vehicles and premises defined as being under Ocado Group operational control:</p> <ul style="list-style-type: none"> • Kilograms or litres of fuel used by our fleet • MWh of electricity consumed • MWh of natural gas consumed • MWh of district heating and cooling consumed <p>We have multiplied each type of fuel and energy consumption by the relevant upstream emissions factor or the emissions that occur during the upstream distribution of fuel (GHGP average-data method).</p> <p>Emission factor source: 2024 and 2025 Department for Business Energy & Industrial Strategy (BEIS)</p> <p>Exclusions: None.</p>

SCOPE 3 EMISSIONS continued

Metric	Methodology
<p>Category - 3.4 Upstream Transportation and Distribution</p> <p>(tonnes of CO₂e)</p>	<p>We have reviewed transportation & logistics journeys using a breakdown listing the start and finish location of the journey, the mode of transport, and the list of goods being transported.</p> <p>Key information included:</p> <ul style="list-style-type: none"> • Spend normalised to GBP using average exchange rate in the financial year • Supplier • Transit type • Distance traveled • Shipment weight <p>We have defined upstream journeys as air, land, and sea freight from suppliers to Ocado Group.</p> <p>Data was collected from all our freight forwarders on all the shipments commissioned within the financial year. Data was collected on the weight of the shipments, distance traveled, transport mode, cost of the shipment, and the GHGP distance-based method was applied to calculate the related emissions.</p> <p>In instances where distance data was unavailable but coordinates were provided by the supplier, geocoding was used to estimate the distance. In instances where the suppliers were unable to provide data on the weight of the shipments, data from our internal systems used to fill in the data gaps, where possible. If no weight data was available from either the supplier or from our internal systems, the weight of the shipments was estimated by calculating the average shipment weight across all other available shipments.</p> <p>Data on shipments that are billed with product invoices and therefore do not feature in the data provided by our freight forwarders was obtained based on the purchasing ledger used to calculate our category 3.1. and 3.2. emissions. In order to calculate emissions related to the spend-based transactions, an emission factor was derived by calculating the carbon intensity per GBP across all the primary data transactions for which invoice value was available. The emission factor was then applied to calculate the emissions.</p> <p>Emission factor source: 2024 and 2025 Department for Business, Energy & Industrial Strategy (BEIS)</p> <p>Exclusions: None.</p>

SCOPE 3 EMISSIONS continued

Metric	Methodology
<p>Category - 3.5 Waste Generated in Operations</p> <p>(tonnes of CO₂e)</p>	<p>We have reviewed waste and waste water data for all premises, office and warehouse, under Ocado Group operational control. This included:</p> <ul style="list-style-type: none"> • Tonnes of waste and waste treatment method by waste type for UK office locations and international technology development centres • Tonnes of waste by waste type, and average percentage of recycling for UK warehouse locations • Space of area operated for international locations • Millions of litres of waste water for UK premises under Ocado Group's operational control <p>Data was collected on our UK warehouse locations, offices, and international technology development centre sites regarding the tonnes of waste generated, by waste type and waste treatment method. Emissions were then calculated based on the GHGP waste-type specific method.</p> <p>For the eleven technology development centres for which primary data was unavailable, the waste tonnage was estimated by calculating an average waste tonnage per square footage across all other technology development sites, with the average multiplied by the site's square footage. Similarly, for the sites for which wastewater data was unavailable, an average across all sites was calculated, and the wastewater use for these sites was then modeled per area operated.</p> <p>Emission factor source: Department for Business, Energy & Industrial Strategy (BEIS) 2024 and 2025 published emission factors and the US Environmental Protection Agency (EPA) 2025 published emission factors.</p> <p>Exclusions: None.</p>

SCOPE 3 EMISSIONS continued

Metric	Methodology
<p>Category - 3.6 Business Travel</p> <p>(tonnes of CO₂e)</p>	<p>We have collected travel data from Ocado Group's travel providers, covering the air, rail, and public transport travel of Ocado Group employees, as well as hotel stays and rental vehicles. Data was also collected from our internal employee expense portal regarding mileage claims.</p> <p>For all modes of transport, emissions are included in the reporting period where the date of travel occurs within the period.</p> <p>For air travel, data was collected on the distance traveled, countries of travel, and the travel class. For travel by rail and public transport, data was collected on countries of travel and distance traveled. For travel by car, data was collected on the distance traveled, type of car, and fuel type. For rental vehicles, we have used the duration of each rental and estimated an average distance traveled per day based on UK Department for Transport statistics. Emissions were then calculated based on the GHGP distance-based method.</p> <p>For hotel stays, data was collected on the duration of the stay and the country/city of the hotel, and the emissions were calculated based on the GHGP average-data method.</p> <p>Emission factor source: Department for Business, Energy & Industrial Strategy (BEIS) 2024 and 2025.</p> <p>Exclusions: Due to lack of data available, any travel purchased on personal employee accounts.</p>

SCOPE 3 EMISSIONS continued

Metric	Methodology
<p>Category - 3.7 Employee Commuting</p> <p>(tonnes of CO₂e)</p>	<p>We have included within our calculation all Ocado employees and contingent workers for both office and warehouse locations.</p> <p>A commuting survey was performed in November 2024 to sample the commuting behaviour of a set of Ocado employees, with a total of 1,147 responses received.</p> <p>Based on the data and responses, average emissions per FTE for all Ocado sites was calculated. Where there were no or limited responses for a particular site or location, the overall average employee emissions per region was used in order to ensure completeness and avoid outliers biasing the calculation.</p> <p>Based on the employee commuting survey and data on commuting frequency, emissions related to remote work were also calculated. This was done by estimating the number of remote work hours for the financial year per FTE, based on commuting patterns, multiplied by homeworking emission factors.</p> <p>Emission factor source: Department for Business, Energy & Industrial Strategy (BEIS) 2024 and 2025.</p> <p>Exclusions: None</p>
<p>Category - 3.13 Downstream Leased Assets</p> <p>(tonnes of CO₂e)</p>	<p>We have used data maintained by finance teams on the quantity and type of leased assets currently active at our partner sites.</p> <p>We have calculated the total average energy use of each type of equipment based on the utilisation rate and power demand of the equipment and the average number of hours per day and days per year in which partner sites are active. We have then multiplied the average annual energy use of each type of equipment by the quantity of equipment currently active to give an estimated annual energy use of all leased assets. Once energy use in the year was calculated, the country-specific emissions intensity for the electricity grid was used to obtain the CO₂e output.</p> <p>Emission factor source: Our World in Data (2024) carbon intensity of electricity grid.</p> <p>Exclusions: None</p>

SCOPE 3 EMISSIONS continued

Metric	Methodology
<p>Category - 3.15 Investments</p> <p>(tonnes of CO₂e)</p>	<p>We have included Ocado Group investments where Group does not have operational control:</p> <ul style="list-style-type: none"> • The percentage stake of equity held by Ocado Group • The most recent full year revenue from the investee company <p>We have taken each investee business's annual revenue and the relevant emissions factor according to its core activity and multiplied this by Ocado Group's stake to assess the attributable emissions for this category, in alignment with the GHGP average data method.</p> <p>Emission factor source: Exiobase Environmentally Extended Input Output (EEIO) model.</p> <p>Exclusions: In line with the GHG protocol, Ocado Group have utilised the option to exclude Ocado's pension fund investments from assessment.</p> <p>Investments where Ocado Group have operational control have been included in Scope 1 & 2 analysis, and so excluded from this category.</p> <p>No debt or project investments were considered in this calculation.</p>

ENERGY

Metric	Methodology
<p>Total energy (MWh)</p>	<p>The total energy consumption metric is calculated as the sum of all energy consumed from both renewable and non-renewable sources across the sites within our operational control boundary. The following energy sources are accounted for:</p> <ul style="list-style-type: none"> ● Purchased electricity (grid-supplied) ● On-site electricity (solar panels, anaerobic digestion) ● Stationary combustion (e.g., natural gas for heating, diesel used for back-up generators). ● Mobile combustion (e.g., diesel, petrol, CNG-biomethane blend for fleet). <p>All consumption volumes (e.g. kWh, litres) are converted to a standard unit of Megawatt-hours (MWh) for aggregation. The conversion is done based on the conversion factors published by the Department for Business Energy & Industrial Strategy (BEIS). Data capture by energy source is summarised in the Scope 1 and 2 methodologies outlined above.</p>
<p>Total renewable energy used (MWh)</p>	<p>The total renewable energy consumption metric is calculated as the sum of all energy consumed from certified renewable sources across the sites within our operational control boundary. The following energy sources are accounted for:</p> <ul style="list-style-type: none"> ● Purchased electricity (grid-supplied) that is backed by Renewable Energy Certificates (RECs) ● On-site electricity generated from renewable sources, e.g. from solar panels, anaerobic digestion ● Biofuels, e.g. HVO biodiesel <p>All consumption volumes (e.g. kWh, litres) are converted to a standard unit of Megawatt-hours (MWh) for aggregation. The conversion is done based on the conversion factors published by the Department for Business Energy & Industrial Strategy (BEIS).</p>

INTENSITY RATIOS

Metric	Methodology
<p>Scope 1 and 2 emissions per 100,000 orders</p> <p>(tonnes of CO₂e per 100,000 orders)</p>	<p>Using the results of our total Scope 1 and Scope 2 GHG emissions calculations, we divide the Group's emissions by the number of orders for both Ocado Retail Limited and Morrisons.</p> <p>Orders are defined as those that have been picked for delivery and exclude orders that have been canceled by customers prior to picking. Orders are classified as picked once their individual and available eaches have been scanned and picked.</p> <p>We calculate an intensity ratio using both market-based and location-based Scope 2 emissions.</p>
<p>Scope 3 emissions per £m in revenue</p> <p>(tonnes of CO₂e per £m in revenue)</p>	<p>Using the results of our total Scope 3 emissions calculations, we divide the Group's emissions by total Group revenue to determine the carbon intensity of our value chain.</p> <p>Revenue is defined as total Group revenue as reported in our financial statements.</p>
<p>Energy intensity</p> <p>(MWh per 100,000 orders)</p>	<p>Using the results of our total energy consumption calculations, we determine energy intensity by dividing the Group's total energy use (measured in megawatt-hours) by the number of orders processed.</p> <p>Total energy consumption includes electricity, gas, and other fuels used across our facilities, including Customer Fulfilment Centres (CFCs), offices, and other operational sites.</p> <p>Orders are defined as those that have been picked for delivery, excluding any orders cancelled by customers prior to picking. An order is classified as picked once individual and available items have been scanned and processed.</p>

OTHER METRICS

Metric	Methodology
<p>Technology Solutions Employee Net Promoter Score</p> <p>(eNPS)</p>	<p>We measure employee Net Promoter Score ("eNPS") using Peakon, our continuous employee listening platform. The score reflects how likely employees are to recommend Ocado as a place to work and is based on standardised survey questions and methodology. Participation in the survey is voluntary and confidential. Separate scores are available for Ocado Technology Solutions and Ocado Logistics. This distinction recognises the different operational contexts and employee experiences across our business.</p> <p>Scores represent a rolling average of responses, and, where relevant, are disclosed at a point in time (30 November 2025) or based on the average score across each quarter of the financial year (i.e. an average of the eNPS at each quarter end).</p> <p>Exclusions: All agency, consultancy, or third-party staff that are not directly employed by Ocado.</p>

OTHER METRICS continued

Metric	Methodology
<p>% reduction in GHG emissions per van drop</p>	<p>We use a model-based estimation approach to calculate the percentage reduction in greenhouse gas (“GHG”) emissions per van drop for Ocado Retail Limited, Kroger, and Aeon. This metric reflects expected carbon efficiency improvements driven by the Ocado Smart Platform (OSP) routing software, which optimises last-mile delivery operations.</p> <p>As Ocado does not operate these delivery fleets directly, our methodology is limited to emissions reductions underpinned by projected route efficiency, not actual vehicle emissions.</p> <p>The calculation is based on the theoretical reduction in average miles driven per delivery (“miles per drop” or “MPD”) and we use the assumption that a reduction in miles driven directly correlates to a reduction in GHG emissions on a 1-for-1 % basis. I.e. a 5% reduction in estimated miles driven per drop equates to a 5% reduction in GHG emissions per drop.</p> <p>For Aeon and Kroger, MPD is derived from OSP routing models. A hybrid of OSP and Ocean systems has been used for Ocado Retail Limited (depending on the migration status of each CFC site). All data used in our calculations is sourced from internal Ocado data lakes (OSP and Ocean).</p> <p>Estimated miles per drop as at November 2024 have been used as our baseline to calculate any reductions to date.</p> <p><u>The GHG emissions reduction is calculated as:</u> $1 - (\text{MPD as at year end} / \text{Baseline MPD as at November 2024}).$</p> <p>Exclusions: This metric excludes actual emissions data from delivery vehicles, as these are influenced by operational behaviours outside Ocado’s control (e.g., driver behaviour, route deviations). Third-party operations not using the Ocado Smart Platform and not listed above are also excluded.</p>

OTHER METRICS continued

Metric	Methodology
<p>Total waste, waste sent to landfill, MHE waste generated, end-of-life MHE recycled</p>	<p>We use an operational control approach to calculate all waste-related metrics, including total waste generated, the percentage of waste sent to landfill, total Material Handling Equipment ("MHE") waste generated, and the percentage of end-of-life MHE recycled by weight. This includes waste from all Ocado-operated facilities during the reporting year, such as CFCs, spokes, Zoom sites, offices, and international technology development centres.</p> <p>Waste data is primarily sourced from actual waste disposal invoices and declaration forms provided by waste management contractors. Where direct data is unavailable, we apply estimation methods based on average waste tonnage and waste generation profile per square footage of the relevant site type. All known waste streams are included and classified by disposal method such as recycling, anaerobic digestion, incineration with energy recovery, or landfill.</p> <p>For the "zero waste to landfill" metric, total waste generated (tonnes) serves as the denominator, with waste sent to landfill (tonnes) as the numerator. For the MHE recycling metric, total MHE waste (tonnes) is used as the denominator, and total end-of-life MHE recycled (tonnes) is the numerator. MHE waste includes bots, grids, and associated peripherals, and is disaggregated into relevant categories such as metal, waste electrical and electronic equipment (WEEE), batteries, and other components. Total operational waste inclusive of all waste streams has been used as the denominator for our zero waste to landfill metric and total MHE waste has been used as the denominator for our MHE recycled at end-of-life metric. We define "zero waste to landfill" as less than 0.5% of total waste sent to landfill, acknowledging unavoidable leakage due to operational complexity.</p> <p>Exclusions: Sites operated by third parties or partners using the Ocado Smart Platform not controlled by Ocado Group. Waste from construction and demolition has been reported separately from operational waste, and is not included in the denominator for waste sent to landfill metrics.</p>

OTHER METRICS continued

Metric	Methodology
ORL food waste per tonne of food sold	<p>Food waste is measured as a percentage of total food handled for the year. Our food waste percentage is calculated as the total tonnes of food waste incurred divided by the sum of total tonnes of food product sold, total tonnes of food redistributed, and total tonnes of food waste incurred.</p> <p>We define food waste as inedible or unsold edible food not redistributed, disposed of via anaerobic digestion ("AD") or incineration. Food waste disposed of through incineration includes an estimated adjustment to account for non-food contamination within food waste bins. Food product sales are the total tonnage of food products sold, excluding packaging weight. Food redistribution is edible surplus food that cannot be sold as intended but is redistributed internally (canteens) or externally (Company Shop, charities).</p>
Ocado Code training completion	<p>The Ocado Code training completion rate covers all salaried employees from Technology Solutions and Ocado Logistics. It is calculated as the proportion of employees who have completed the training out of those required to do so and is based on data from Ocado's learning management system. Employees on long-term leave or who have left before the training deadline are excluded.</p> <p>New joiners are only included if their required completion date falls within the reporting period. We have disclosed the training completion percentage as at 30 November 2025.</p>
% of spend with suppliers with EcoVadis Bronze medal or higher	<p>Supplier sustainability ratings are sourced directly from EcoVadis. A supplier qualifies if it holds a valid EcoVadis Bronze, Silver, Gold or Platinum medal during the reporting period. If a supplier's rating expires or is pending renewal, its last known rating within the period is used. Total spend with qualifying suppliers between 2 December 2024 and 30 November 2025 is aggregated to give the numerator of this metric. Spend data is obtained from Ocado's procurement and finance systems. The denominator of this metric is calculated as total Group Procurement Spend between 2 December 2024 and 30 November 2025, less intercompany transactions and taxes payable.</p>
% of suppliers who have signed the Supplier Code of Conduct	<p>This metric is focused on our Technology Operations supply chain. The nominator is the total procurement spend with Technology Operations suppliers who have signed our Code of Conduct. The denominator is the total spend with suppliers in our Technology Operations supply chain.</p>

OTHER METRICS continued

Metric	Methodology
<p>% of high-risk suppliers with social audit and no critical nonconformances</p>	<p>High-risk suppliers are identified through Ocado's internal risk assessment criteria with audit data sourced from recognised international standards nominated by Ocado. These standards are either SMETA, BSCI, SA8000 or RBA audits. A supplier qualifies if they have completed a valid social audit and have no critical non-conformances. Total spend with qualifying high-risk suppliers between 2 December 2024 and 30 November 2025 is aggregated to give the numerator of this metric.</p> <p>Spend data is obtained from Ocado's procurement and finance systems. The denominator of this metric is calculated as total procurement spend with all high-risk suppliers between 2 December 2024 and 30 November 2025. The metric is reported as at the end of the reporting period and is subject to data availability, supplier participation and audit validity.</p>
<p>Senior manager ethnicity and gender diversity</p>	<p>The diversity data set includes all full-time and part-time employees on permanent or fixed-term contracts across the UK and international locations. This includes employees on long-term leave and is based on the headcount for Technology Solutions and Ocado Logistics. Employees are included regardless of tenure. Diversity information is self-reported at the start of employment via Ocado's HR management system. Employees have the option to not declare or not consent to data being used for reporting purposes. This classification can be updated at any time. "Prefer Not to Say" and undeclared figures are excluded from our reporting calculations. Senior management is defined as the first level of management directly reporting to the CEO and these managers' immediate direct reports, excluding admin support roles. Excluded from the data are agency workers, consultants and third-party staff not directly employed by Ocado. Diversity metrics have been disclosed as at 30 November 2025.</p>
<p>Material disruptions due to extreme weather events</p>	<p>For the purposes of this metric, a "material disruption" is defined as an event with financial consequences above £250,000 that is significant enough to trigger an insurance claim during the financial year. These events include damage and disruptions. Equipment, such as MHE, and the loss of fees due to disruptions at partner sites are also included in this definition. The scope for this metric is all spokes, Zooms, offices, Customer Fulfilment Centres ("CFCs") and sites that Ocado has operational control over and is responsible for insurance.</p>

OTHER METRICS continued

Metric	Methodology
CFC Electricity consumption (kWh/ 100 eaches)	This is calculated using the total electricity consumption (kWh) for UK CFCs (i.e. excluding spoke and Zoom sites). Electricity consumption is divided by the total number of eaches (a single product item) the UK CFCs have picked for Ocado Retail and Morrisons during the financial year.
% of van fleet utilising zero emissions technology	Our Zero-Emission Vehicle ("ZEV") fleet percentage is based on the fleet of Ocado Retail Limited and Morrisons vans we operate. It is calculated by dividing the total number of ZEVs operated by the total number of Ocado Retail Limited and Morrisons vans we operate. We have disclosed the ZEV fleet percentage as at 1 December 2024.
% of spend with suppliers that have emission reduction targets	This metric focuses on supplier spend within our Technology Operations supply chain, which is predominantly related to spend on grids, bots, totes, peripherals, and installations. This ensures focus has been placed on the procurement, installation and provision of our MHE and OSP. Suppliers with emission reduction targets are considered those that have set emission reduction targets (internal or public) to achieve net zero or to reduce Scope 1, 2, or 3 emissions. We have disclosed the % of spend with suppliers that have emission reduction targets as at 30 November 2025.
Cost of carbon taxation on raw material	Cost of carbon taxation includes all carbon taxes that have been levied on Ocado Group during the financial year. We define carbon taxes as any tax that has been based on the amount of Greenhouse Gases ("GHGs") emitted to produce goods or on the carbon content of goods.