

Supplementary information – directors' shares

The following table details the conditional awards over ordinary shares granted under the RSP to executive directors:

| Director | Date of grant | Number of conditional shares granted | Vesting date | Shares lapsed at vesting due to underpin | Holding period expiry date | Number of unvested conditional shares at 31 December 2025 | Number of vested conditional shares at 31 December 2025 |
|---|---------------|--------------------------------------|---------------|--|----------------------------|---|---|
| Luis Gallego | June 2021 | 414,954 | June 2024 | - | June 2026 | - | 414,954 |
| | March 2022 | 581,907 | March 2025 | - | March 2027 | - | 581,907 |
| | October 2022 | 290,953 | March 2025 | - | March 2027 | - | 290,953 |
| | March 2023 | 835,751 | March 2026 | - | March 2028 | 835,751 | - |
| | March 2024 | 874,437 | March 2027 | - | March 2029 | 874,437 | - |
| | March 2025 | 450,128 | February 2028 | - | February 2030 | 450,128 | - |
| Total conditional share awards (RSP) | | 3,448,130 | | | | 2,160,316 | 1,287,814 |

RSP awards are subject to a discretionary underpin prior to vesting. This underpin review, performed by the Remuneration Committee, considers the Company's overall performance, including financial and non-financial performance measures, as well as any material risk or regulatory failures identified. In the event of a significant failure on the part of the Company or the executive director, malus and clawback provisions are available to the Remuneration Committee.

The value attributed to the Company's ordinary shares in accordance with the plan rules on the date of the RSP awards was 2025: £3.04 (2024: £1.52, 2023: £1.53, both awards in 2022: £1.41 and 2021: £1.98).

The following table details the conditional award over ordinary shares granted under the SPIP to executive directors:

| Director | Date of grant | Number of conditional shares granted | Vesting date | Shares lapsed at vesting due to performance | Holding period expiry date | Number of unvested conditional shares at 31 December 2025 | Number of vested conditional shares at 31 December 2025 |
|--|---------------|--------------------------------------|---------------|---|----------------------------|---|---|
| Luis Gallego | June 2025 | 900,255 | February 2028 | - | February 2030 | 900,255 | - |
| Total conditional share awards (SPIP) | | 900,255 | | | | 900,255 | - |

Full award measured with reference to stretching Group operating margin targets, measured over a three-year period. In the event of a significant failure on the part of the Company or the executive director, malus and clawback provisions are available to the Remuneration Committee.

Grant price and vesting date aligned to SPIP awards made to participants below the Board.

Incentive Award Deferral Plan (IADP)

Under the current Policy, if the IAG CEO has met the 400% shareholding guideline, then 20% of any Annual Incentive Award for executive directors is made in deferred shares under a plan called the Executive Share Plan (otherwise 50% is deferred into shares). Under this plan, incentive award shares are deferred for three years from date of grant. The following table details the current executive director's holdings of conditional awards over ordinary shares of the Company granted under the IAG IADP. Awards are shown for the performance periods ended 31 December 2022, 31 December 2023 and 31 December 2024.

| Executive director | Performance year award relates to ¹ | Date of award | Number of shares at 1 January 2025 | Awards released during the year | Date of vesting | Awards lapsing during the year | Awards made during the year | Number of deferred shares at 31 December 2025 |
|--------------------|--|---------------|------------------------------------|---------------------------------|-----------------|--------------------------------|-----------------------------|---|
| Luis Gallego | 2022 | March 2023 | 447,341 | - | March 2026 | - | - | 447,341 |
| | 2023 | March 2024 | 464,685 | - | March 2027 | - | - | 464,685 |
| | 2024 | March 2025 | - | - | March 2028 | - | 99,873 | 99,873 |
| Total | | | 912,026 | - | | - | 99,873 | 1,011,899 |

¹ For the performance period ended 31 December 2025, the award is expected to be made in March 2026.

Under the Executive Share Plan rules, an IADP award will not lapse on leaving employment before the vesting date unless exceptional circumstances occur, such as gross misconduct, in which case the award would lapse in full. IADP awards are also subject to the Remuneration Policy's malus and clawback provisions.

The values attributed to the Company's ordinary shares in accordance with the plan rules for IADP awards (relating to the previous year's performance) were as follows: 2025 award: £3.04, 2024 award: £1.52 and 2023 award: £1.53.