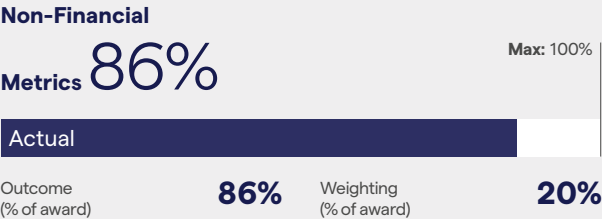
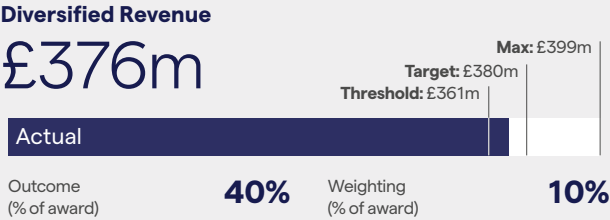
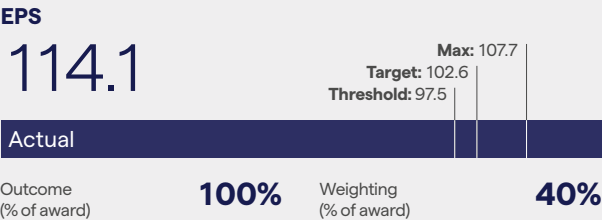
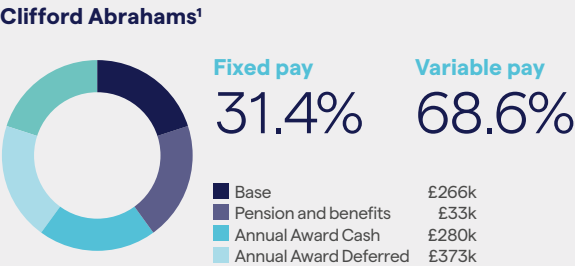
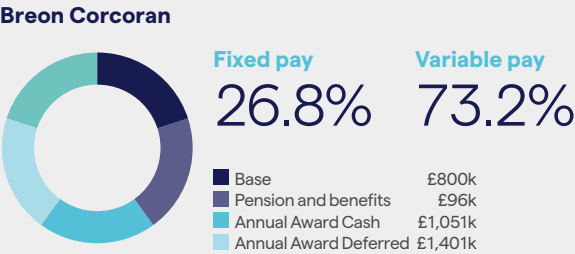


# 2025 Remuneration at a Glance

## Key performance outcomes

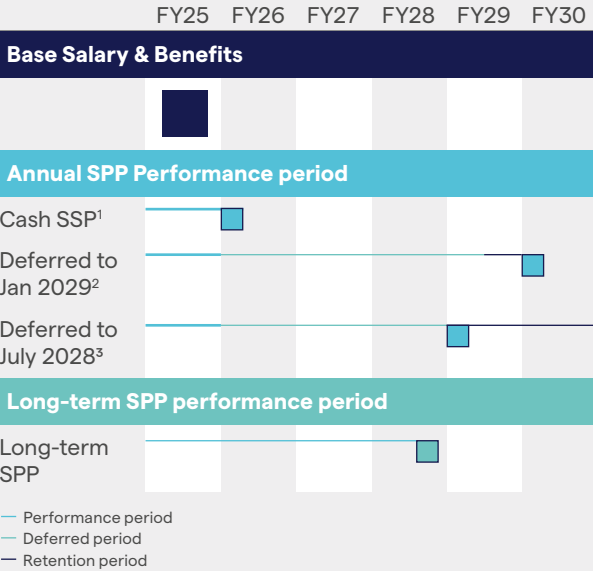


## Total Remuneration in 2025



1. Excludes replacement awards of £459k, further details on these provided on page 104.

## Delivery of FY25 Remuneration



1 42.86% of the award will be paid in cash shortly following the end of FY25.  
2 28.57% of the annual award component of the FY25 will vest in shares in FY29. The awards will be subject to six months retention post vesting.  
3 28.57% of the annual award component of the FY25 will vest in shares in FY28. The awards will be subject to two years retention post vesting.