

Director/PDMR Shareholding

The British Land Company PLC (the Company) has been notified that on 16 February 2026 the following Executive Directors and Persons Discharging Managerial Responsibilities purchased ordinary shares of 25 pence each in the Company, known as Partnership Shares, and were awarded Matching Shares under the Company's Share Incentive Plan.

1	Details of the person discharging managerial responsibilities/person closely associated															
a)	Name	1. Emma Cariaga 2. Simon Carter 3. Kelly Cleveland 4. David Lockyer 5. Brona McKeown 6. David Walker														
2	Reason for the notification															
a)	Position/status	1. PDMR - Executive Committee member 2. PDMR - Chief Executive Officer 3. PDMR - Executive Committee member 4. PDMR - Executive Committee member 5. PDMR - Executive Committee member 6. PDMR - Chief Financial Officer														
b)	Initial notification/Amendment	Initial notification														
3	Details of the issuer; emission allowance market participant, auction platform, auctioneer or auction monitor															
a)	Name	The British Land Company PLC														
b)	LEI	RV5B68J2GV3QGMRPW209														
4	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted															
a)	Description of financial instrument, type of financial instrument	Ordinary shares of 25 pence each														
	Identification code	GB0001367019														
b)	Nature of the transaction	Monthly Purchase of Partnership Shares under the HMRC Approved Share Incentive Plan														
c)	Price(s) and volume(s)	<table><tr><th>Price(s) (pence)</th><th>Volume(s)</th></tr><tr><td>1. 406.2</td><td>1. 37</td></tr><tr><td>2. 406.2</td><td>2. 37</td></tr><tr><td>3. 406.2</td><td>3. 37</td></tr><tr><td>4. 406.2</td><td>4. 37</td></tr><tr><td>5. 406.2</td><td>5. 37</td></tr><tr><td>6. 406.2</td><td>6. 37</td></tr></table>	Price(s) (pence)	Volume(s)	1. 406.2	1. 37	2. 406.2	2. 37	3. 406.2	3. 37	4. 406.2	4. 37	5. 406.2	5. 37	6. 406.2	6. 37
Price(s) (pence)	Volume(s)															
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3. 406.2	3. 37															
4. 406.2	4. 37															
5. 406.2	5. 37															
6. 406.2	6. 37															
d)	Aggregated information - Aggregated volume - Price	N/A (single transaction)														
e)	Date of the transaction	2026-02-16														
f)	Place of the transaction	London Stock Exchange (XLON)														

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4	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted															
a)	Description of financial instrument, type of financial instrument Identification code	Ordinary shares of 25 pence each GB0001367019														
b)	Nature of the transaction	Monthly Award of Matching Shares under the HMRC Approved Share Incentive Plan														
c)	Price(s) and volume(s)	<table><tr><th>Price(s)</th><th>Volume(s)</th></tr><tr><td>1. Nil</td><td>1. 37</td></tr><tr><td>2. Nil</td><td>2. 37</td></tr><tr><td>3. Nil</td><td>3. 37</td></tr><tr><td>4. Nil</td><td>4. 37</td></tr><tr><td>5. Nil</td><td>5. 37</td></tr><tr><td>6. Nil</td><td>6. 37</td></tr></table>	Price(s)	Volume(s)	1. Nil	1. 37	2. Nil	2. 37	3. Nil	3. 37	4. Nil	4. 37	5. Nil	5. 37	6. Nil	6. 37
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3. Nil	3. 37															
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5. Nil	5. 37															
6. Nil	6. 37															
d)	Aggregated information - Aggregated volume - Price	N/A (single transaction)														
e)	Date of the transaction	2026-02-16														
f)	Place of the transaction	Outside a trading venue														

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