

25 September 2025

Melrose Industries PLC
("Melrose" or the "Company")

Alison Goligher appointed as Senior Independent Director with effect from 1 October 2025

With effect from 1 October 2025, Alison Goligher, independent Non-executive Director and Chair of the Remuneration Committee, shall become Senior Independent Director of the Company.

Alison succeeds David Lis, who will step down from the role of Senior Independent Director with effect from 1 October. As previously announced, David completed nine years on the Board in May 2025 and was asked by the Board to extend his tenure to assist with succession planning and the continued development of a diverse Board. This has included the recent appointments of Alison and Guy Hachey as Non-executive Directors, bringing further aerospace sector and FTSE 100 experience onto the Board.

We thank David for his valuable contributions in the role of Senior Independent Director; as planned, David will continue to serve on the Board as a Non-executive Director until the end of the year.

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