

28 November 2025

BAY CAPITAL PLC

Directorate Changes

Retirement of Peter Tom CBE

Bay Capital Plc (LSE: BAY, "**Bay**" or the "**Company**"), the Main Market listed acquisition company, announces that Peter Tom CBE, Chair and Non-Executive Director has stepped down from the Board of the Company with immediate effect.

The Board would like to thank Peter for his contributions to establishing Bay Capital and in his role as Chair over the past four years as the Company has explored acquisition and investment opportunities within the industrials sector.

Appointment of Chair and Non-Executive Director

Following Peter's retirement, David Williams, Non-Executive Director has stepped up to Chair of the Company, with Tony Morris, the Company's current strategic advisor joining as a Non-Executive Director (together, the "**Directors**"). These appointments will take immediate effect.

Considering these directorate changes, Bay Capital has also reviewed its sector focus and will now broaden its investment and acquisition strategy to include other, higher growth sectors outside of the original industrials thesis.

The Company's core strategic aim will continue, and remains focused on the delivery of shareholder value through the acquisition of target companies in certain sectors where the Directors believe there to be sustainable growth opportunities both organically, and through acquisition. To support the execution the Company's M&A strategy, the Group retains £4.4 million of cash (unaudited) as at 27 November 2025.

Information pertaining to Tony Morris

Tony is currently Chair and Non-Executive Director of Michelmersh Brick Holdings Plc (AIM: MBH) and formerly a Non-Executive Director of Summerway Capital Plc (having resigned in September 2021).

This announcement has been made in accordance with the requirements of UK Listing Rules 6.4.6 and 6.4.8.

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