

24 February 2026

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

Further to the announcement on 1 December 2025 regarding the succession of Matthew Gregory as Chief Financial Officer ("CFO"), on 5 May 2026 Ross McCluskey will be appointed CFO and an executive Director of the Board, and Matthew Gregory will step down from those roles on the same day. Matthew shall remain employed by the Company until 30 November 2026 ("End Date") initially to complete an orderly handover process with Ross and, thereafter, will be available to support the Company until his employment with the Company ends and he retires on the End Date.

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