



MELROSE INDUSTRIES PLC

PROXY FORM – NOTES

The Annual General Meeting (AGM) will be held at Butchers' Hall, 87 Bartholomew Close, London EC1A 7EB on Thursday 2 May 2024 at 11.00 am (BST)

NOTES:

1. A member entitled to attend and vote at the AGM may appoint a proxy to exercise all or any of their rights to attend, speak and vote at the AGM. A member may appoint more than one proxy, provided that each proxy is appointed to exercise the rights attached to different shares. A proxy need not be a member of Melrose Industries PLC (the "Company").
2. If the proxy is being appointed in relation to less than your full voting entitlement, please enter the number of shares in relation to which they are authorised to act as your proxy. If left blank, your proxy will be deemed to be authorised in respect of your full voting entitlement.
3. To appoint more than one proxy, you may photocopy this form. Please indicate in the box next to the proxy holder's name the number of shares in relation to which they are authorised to act as your proxy, and tick the box to indicate if the proxy instruction is one of multiple instructions being given. All forms should be signed and returned together in the same envelope.
4. To be valid, your signed and dated proxy form(s) must be completed and deposited together with any power of attorney or authority under which it is completed or a certified copy of such power or authority at the offices of the Company's registrar, Equiniti at Aspect House, Spencer Road, Lancing, West Sussex BN99 6DA as soon as possible and no later than 11.00 am (BST) on 30 April 2024. In the case of a corporation, the proxy form(s) should be executed under its common seal and/or the hand of a duly authorised officer or person.
5. You may register your vote online or register the appointment of a proxy for this AGM by visiting Equiniti's website at www.shareview.co.uk and following the on-screen instructions. You will need to create an online portfolio using your Shareholder Reference Number shown on this form of proxy. CHEST members may appoint a proxy or proxies electronically via Equiniti (ID RA19) not later than 11.00 am (BST) on 30 April 2024.
6. The "Withheld" box is provided to enable you to abstain on any particular resolution. However, it should be noted that a "vote withheld" is not a vote in law and will not be counted in the calculation of the proportion of votes "for" and "against" a resolution but will be counted to establish if a quorum is present.
7. Only those members registered in the register of members of the Company at 6.30 pm (BST) on 30 April 2024 shall be entitled to attend and vote at the AGM in respect of the number of shares registered in their name at that time. Changes to the entries on the register of members after 6.30 pm (BST) on 30 April 2024 shall be disregarded in determining the rights of any person to attend and vote at the AGM.
8. In the case of joint registered holders, the signature of one holder on a proxy form will be accepted and the vote of the senior holder who tenders a vote whether in person or by proxy, shall be accepted to the exclusion of the votes of the other joint holders. For this purpose, seniority shall be determined by the order in which the names appear on the register of members of the Company in respect of the relevant joint holding.
9. Returning this form of proxy will not prevent a registered member from attending the AGM and voting in person.

SHAREHOLDER REFERENCE NUMBER

If you come to the AGM please bring this card with you. It is evidence of your right to attend and vote at the AGM and will help you gain admission as quickly as possible. A map of the venue is shown overleaf.

Shareholder Reference Number

Notice of Availability

Please note that the Notice of Annual General Meeting and the Annual Report and Accounts for 2023 are now available to view on the Melrose Industries PLC website at www.melroseplc.net.

If you will not be attending the Annual General Meeting (AGM), please complete, detach and return this Proxy Form. Alternatively, you can submit your vote online at www.shareview.co.uk (see Notes opposite) by creating an online portfolio using your Shareholder Reference Number above.

I/We, the undersigned, being a shareholder of Melrose Industries PLC, hereby appoint the Chairman of the meeting or (NOTE 1) (NOTE 2)

as my/our proxy to vote for me/us at the Annual General Meeting of the Company on 2 May 2024 at Butchers' Hall, 87 Bartholomew Close, London EC1A 7EB at 11.00 am (BST) and at any adjournment thereof. Your proxy is also authorised to vote or abstain from voting on any other business which may properly come before the AGM.

Please tick here if this proxy appointment is one of multiple appointments being made ☐ (NOTE 3)

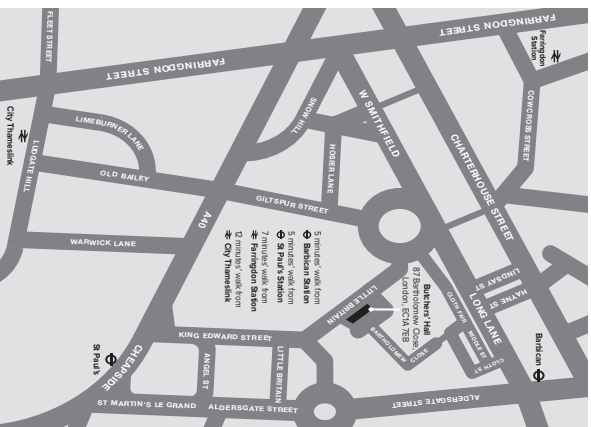
Please indicate your vote by marking the appropriate boxes in black ink ☒

Ordinary Resolutions	For	Against	Withheld (NOTE 6)
1. To receive the Company's audited financial statements for the financial year ended 31 December 2023, together with the reports thereon.	☐	☐	☐
2. To approve the Directors' Remuneration Report for the year ended 31 December 2023.	☐	☐	☐
3. To approve the 2024 Directors' Remuneration Policy.	☐	☐	☐
4. To approve a final dividend of 3.5 pence per ordinary share for the year ended 31 December 2023.	☐	☐	☐
5. To approve the rules of the 2024 Melrose performance share plan (the "PSP") and to authorise the Board to establish and implement the PSP and such further plans based on the PSP as necessary or desirable to take account of local tax, exchange control or securities laws in overseas territories.	☐	☐	☐
6. To re-elect Peter Dilnot as a Director.	☐	☐	☐
7. To elect Matthew Gregory as a Director.	☐	☐	☐
8. To re-elect Justin Dowley as a Director.	☐	☐	☐
9. To re-elect David Lis as a Director.	☐	☐	☐
10. To re-elect Charlotte Twynning as a Director.	☐	☐	☐
11. To re-elect Heather Lawrence as a Director.	☐	☐	☐
12. To elect Gillian Elcock as a Director.	☐	☐	☐
13. To appoint PricewaterhouseCoopers LLP as auditor.	☐	☐	☐
14. To authorise the Audit Committee to determine the auditor's remuneration.	☐	☐	☐
15. To renew the authority given to Directors to allot shares.	☐	☐	☐
Special Resolutions			
16. To give the Directors authority to allot equity securities without application of pre-emption rights.	☐	☐	☐
17. To give the Directors authority to allot equity securities for the purpose of financing an acquisition or other capital investment without application of pre-emption rights.	☐	☐	☐
18. To authorise market purchases of shares.	☐	☐	☐
19. To approve the calling of a general meeting other than an Annual General Meeting on not less than 14 clear days' notice.	☐	☐	☐
20. To reduce the Company's capital.	☐	☐	☐

Signature

Date

This card should not be used for any comments, change of address, or other queries. Please send separate instructions.



Location of the Annual General Meeting:
Butchers' Hall
87 Bartholomew Close
London
EC1A 7EB

Business Reply Plus
Licence Number
RTAR-GCAU-YULB



Equiniti
Aspect House
Spencer Road
LANCING
BN99 8GQ