

Melrose Industries PLC

1. Results of Annual General Meeting

The Annual General Meeting of Melrose Industries PLC (the “Company”) was held on Wednesday 29 April 2026.

The table below sets out the results of the poll on all 21 resolutions that were put to a shareholder vote, with each shareholder present in person or by proxy being entitled to one vote per share held.

The Board would like to thank shareholders for their engagement and support ahead of today’s Annual General Meeting and throughout the year, and for subsequently voting in favour of all Annual General Meeting resolutions.

Ordinary Resolutions

Resolutions	Votes ‘For’*	% of Votes Cast ‘For’	Votes ‘Against’	% of Votes Cast ‘Against’	Total Issued Share Capital Voted	Total % of Issued Share Capital Voted**	Votes Withheld***
1. To receive the financial statements for the financial year ended 31 December 2025	1,061,029,073	99.99	81,004	0.01	1,061,110,077	80.91%	8,399,202
2. To approve the Directors’ Remuneration Report for the year ended 31 December 2025	1,035,357,584	97.03	31,661,725	2.97	1,067,019,309	81.36%	2,489,970
3. To approve the 2026 Directors’ Remuneration Policy	1,044,095,435	98.37	17,339,553	1.63	1,061,434,988	80.93%	8,074,291
4. To declare a final dividend of 4.8 pence per ordinary share for the year ended 31 December 2025	1,067,552,112	99.84	1,740,810	0.16	1,069,292,922	81.53%	216,357
5. To re-elect Peter Dilnot as a Director of the Company	1,062,236,244	99.35	6,990,886	0.65	1,069,227,130	81.53%	282,149
6. To re-elect Matthew Gregory as a Director of the Company	1,040,601,406	97.32	28,624,199	2.68	1,069,225,605	81.53%	283,674

Resolutions	Votes 'For'*	% of Votes Cast 'For'	Votes 'Against'	% of Votes Cast 'Against'	Total Issued Share Capital Voted	Total % of Issued Share Capital Voted**	Votes Withheld***
7. To re-elect Chris Grigg as a Director of the Company	1,049,838,984	98.19	19,380,342	1.81	1,069,219,326	81.53%	289,953
8. To re-elect Charlotte Twynning as a Director of the Company	1,041,594,022	97.42	27,630,284	2.58	1,069,224,306	81.53%	284,973
9. To re-elect Heather Lawrence as a Director of the Company	1,054,806,883	98.65	14,418,738	1.35	1,069,225,621	81.53%	283,658
10. To re-elect Gillian Elcock as a Director of the Company	1,031,221,173	96.45	38,003,499	3.55	1,069,224,672	81.53%	284,607
11. To re-elect Ian Barkshire as a Director of the Company	1,052,577,369	98.44	16,645,864	1.56	1,069,223,233	81.53%	286,046
12. To elect Alison Goligher as a Director of the Company	1,057,452,116	98.90	11,760,571	1.10	1,069,212,687	81.53%	296,595
13. To elect Guy Hachey as a Director of the Company	1,066,342,811	99.73	2,868,419	0.27	1,069,211,230	81.53%	298,049
14. To elect Mary Petryszyn as a Director of the Company	1,066,432,282	99.74	2,775,376	0.26	1,069,207,658	81.53%	301,621
15. To re-appoint PricewaterhouseCoopers LLP as auditor of the Company	1,069,096,298	99.98	165,791	0.02	1,069,262,089	81.53%	247,190
16. To authorise the Audit Committee to determine the auditor's remuneration	1,069,121,473	99.99	119,809	0.01	1,069,241,282	81.53%	267,997
17. To renew the authority given to Directors to allot shares	1,026,622,316	96.02	42,569,687	3.98	1,069,192,003	81.53%	317,276

Special Resolutions

Resolutions	Votes 'For'*	% of Votes Cast 'For'	Votes 'Against'	% of Votes Cast 'Against'	Total Issued Share Capital Voted	Total % of Issued Share Capital Voted**	Votes Withheld***
18. To give the Directors authority to allot equity securities without application of pre-emption rights	1,046,023,059	97.83	23,168,347	2.17	1,069,191,406	81.53%	317,873
19. To give the Directors authority to allot equity securities used only for the purpose of financing a transaction which the Directors determine to be an acquisition or other capital investment	1,046,099,811	97.84	23,093,468	2.16	1,069,193,279	81.53%	316,000
20. To authorise a market purchase of shares	1,051,123,578	98.68	14,023,083	1.32	1,065,146,661	81.22%	4,363,740
21. To approve the calling of a general meeting other than	1,040,609,438	97.32	28,652,177	2.68	1,069,261,615	81.53%	247,664

an Annual General Meeting on no less than 14 days' notice							
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As at 6:30pm (BST) on 27 April 2026 there were 1,248,088,493 Ordinary Shares of £0.001 in Melrose Industries PLC in issue (excluding treasury shares).

* Includes discretionary votes

** Excludes treasury shares

*** A vote 'Withheld' is not a vote in law and is not counted in the calculation of the proportion of votes 'For' or 'Against' a resolution.

2. Resolutions submitted to National Storage Mechanism

The Company has today submitted to the National Storage Mechanism copies of resolutions passed at the Annual General Meeting on Wednesday 29 April 2026 concerning items other than ordinary business. These documents will shortly be available for inspection at:

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