

31 May 2017

Melrose Industries PLC (“Melrose” or the “Company”)

Crystallisation of 2012 Incentive Plan

As described in the circular posted to Shareholders on 7 April 2017 (the “Circular”), Melrose announces that its 2012 incentive plan has now crystallised as planned.

Admission of the New Ordinary Shares arising from crystallisation is expected to occur at 8.00 a.m. tomorrow, 1 June 2017, and a further announcement will be made prior to that time.

Terms used in this announcement shall have the same meanings as set out in the Circular.

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Enquiries:

Montfort Communications

Nick Miles / Charlotte McMullen **+44 (0) 203 514 0897**