

Transactions in own shares

Melrose Industries plc (the **Company**) announces today it has purchased the following number of its ordinary shares of £0.001 each through J.P. Morgan Securities plc.

Ordinary Shares:

Date of purchase:	11 July 2025
Number of ordinary shares purchased	56,028
Lowest price per share:	525.2000
Highest price per share:	533.6000
Weighted average price per day:	530.2742

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 39,747,728 ordinary shares held in treasury and 1,271,727,593 ordinary shares in issue (excluding treasury shares).

The table below contains detailed information about the purchases made as part of the buyback programme.

Schedule of Purchases

Shares purchased:	(ISIN: GB00BNR5MZ78)
Date of purchases:	11 July 2025
Investment firm:	J.P. Morgan Securities plc

Aggregate information:

Venue	Volume-weighted average price	Aggregated volume	Lowest price per share	Highest price per share
London Stock Exchange	530.1988	33,714	525.2000	533.6000
BATS Europe	530.3881	22,314	525.4000	533.6000

Individual Transactions

In accordance with Article 5(1)(b) of the Market Abuse Regulation (EU) No 596/2014 as it forms part of UK law, a full breakdown of the individual trades made by Investec on behalf of the Company as part of the Programme is detailed below:

Transaction Date and Time	Volume	Price (GBP)	Trading Venue	Transaction Reference Number
11-Jul-2025 08:41:42	326	530.4000	BATE	08492084900021009-2000094920250711
11-Jul-2025 08:46:09	349	530.6000	BATE	08492084900023041-2000091120250711
11-Jul-2025 08:46:52	326	530.2000	XLON	07002070000016934-E0NjPcQt6qXP20250711
11-Jul-2025 09:03:53	338	532.0000	BATE	06242062400029689-

				20000B2120250711
11-Jul-2025 09:03:53	327	532.0000	XLON	07002070000025561-E0NjPcQt75iZ20250711
11-Jul-2025 09:03:59	391	531.4000	XLON	05002050000024378-E0NjPcQt75mi20250711
11-Jul-2025 09:12:34	326	531.2000	BATE	06242062400031624-20000BTX20250711
11-Jul-2025 09:13:00	455	530.8000	XLON	07002070000026747-E0NjPcQt7EIB20250711
11-Jul-2025 09:20:53	161	529.6000	BATE	08492084900036415-20000CIE20250711
11-Jul-2025 09:20:53	391	529.6000	XLON	07002070000031401-E0NjPcQt7Kun20250711
11-Jul-2025 09:20:53	320	529.0000	XLON	05002050000031062-E0NjPcQt7Kx020250711
11-Jul-2025 09:20:53	38	529.0000	XLON	05002050000031062-E0NjPcQt7Kx220250711
11-Jul-2025 09:20:53	166	529.6000	BATE	08492084900036415-20000CIF20250711
11-Jul-2025 09:27:30	354	529.4000	BATE	06242062400040434-20000D2Y20250711
11-Jul-2025 09:27:30	14	529.4000	BATE	06242062400040434-20000D2X20250711
11-Jul-2025 09:33:41	105	528.8000	XLON	05002050000034834-E0NjPcQt7V0t20250711
11-Jul-2025 09:33:41	338	528.8000	BATE	08492084900042840-20000DMJ20250711
11-Jul-2025 09:33:41	384	528.8000	XLON	05002050000034834-E0NjPcQt7V0w20250711
11-Jul-2025 09:39:48	326	529.2000	BATE	08492084900046115-20000E3W20250711
11-Jul-2025 09:40:48	327	528.4000	XLON	07002070000039934-E0NjPcQt7ajr20250711
11-Jul-2025 09:43:08	330	528.0000	BATE	06242062400049705-20000EER20250711
11-Jul-2025 09:47:29	391	527.6000	XLON	07002070000042526-E0NjPcQt7fdj20250711
11-Jul-2025 09:57:38	32	529.4000	XLON	07002070000048170-E0NjPcQt7n5R20250711
11-Jul-2025 09:59:20	327	529.2000	XLON	05002050000048282-E0NjPcQt7oAG20250711
11-Jul-2025 10:04:00	352	528.8000	BATE	08492084900053988-20000FYA20250711
11-Jul-2025 10:04:23	97	529.2000	XLON	07002070000050497-E0NjPcQt7swL20250711
11-Jul-2025 10:04:23	371	529.2000	XLON	07002070000050497-E0NjPcQt7swJ20250711
11-Jul-2025 10:11:23	233	529.2000	BATE	06242062400059624-20000GHL20250711
11-Jul-2025 10:11:23	95	529.2000	BATE	06242062400059624-20000GHM20250711
11-Jul-2025 10:12:28	328	529.0000	XLON	05002050000050490-E0NjPcQt7yX720250711
11-Jul-2025 10:12:44	350	528.6000	XLON	07002070000046481-E0NjPcQt7ypL20250711
11-Jul-2025 10:12:44	354	528.2000	BATE	08492084900062676-20000GMV20250711
11-Jul-2025 10:19:05	326	528.4000	BATE	06242062400065482-20000H9K20250711
11-Jul-2025 10:19:42	391	528.0000	XLON	07002070000054476-E0NjPcQt85aq20250711
11-Jul-2025 10:27:47	339	527.4000	XLON	05002050000057340-E0NjPcQt8B2Z20250711
11-Jul-2025 10:36:19	326	527.4000	BATE	06242062400074128-20000IGQ20250711
11-Jul-2025 10:36:19	331	527.2000	XLON	07002070000060230-E0NjPcQt8GvH20250711
11-Jul-2025 10:36:19	14	527.2000	XLON	07002070000060230-E0NjPcQt8GvE20250711
11-Jul-2025 10:43:27	327	527.4000	BATE	08492084900075387-20000IXD20250711
11-Jul-2025 10:43:28	25	527.2000	XLON	05002050000063028-E0NjPcQt8LvK20250711
11-Jul-2025 10:43:28	334	527.2000	XLON	05002050000063028-E0NjPcQt8Lvm20250711
11-Jul-2025 10:50:10	358	527.4000	XLON	07002070000065676-E0NjPcQt8QYj20250711
11-Jul-2025 10:51:28	338	526.8000	BATE	08492084900078808-20000JUL20250711

11-Jul-2025 10:52:21	456	526.4000	XLON	0500205000066509-E0NjPcQt8TPY20250711
11-Jul-2025 10:57:59	329	526.0000	BATE	08492084900083331-20000K4K20250711
11-Jul-2025 10:57:59	327	525.8000	XLON	07002070000066227-E0NjPcQt8Y0320250711
11-Jul-2025 11:00:53	391	525.4000	XLON	07002070000069560-E0NjPcQt8af620250711
11-Jul-2025 11:13:02	355	525.4000	BATE	06242062400089579-20000LEU20250711
11-Jul-2025 11:13:33	326	525.2000	XLON	05002050000071989-E0NjPcQt8m9w20250711
11-Jul-2025 11:27:38	326	526.0000	BATE	06242062400095697-20000MHF20250711
11-Jul-2025 11:35:58	379	526.2000	XLON	05002050000081532-E0NjPcQt94Rc20250711
11-Jul-2025 11:35:58	160	526.2000	XLON	05002050000081532-E0NjPcQt94Rf20250711
11-Jul-2025 11:39:09	346	526.0000	BATE	06242062400098427-20000NC220250711
11-Jul-2025 11:47:55	449	526.8000	XLON	07002070000085157-E0NjPcQt9C3a20250711
11-Jul-2025 11:50:01	431	526.6000	XLON	07002070000085616-E0NjPcQt9DPi20250711
11-Jul-2025 11:56:01	327	526.4000	BATE	08492084900103641-20000OK120250711
11-Jul-2025 11:56:18	327	526.0000	XLON	05002050000086508-E0NjPcQt9JZF20250711
11-Jul-2025 12:03:51	346	526.6000	XLON	05002050000090514-E0NjPcQt9PPN20250711
11-Jul-2025 12:03:51	78	526.6000	XLON	05002050000090514-E0NjPcQt9PPP20250711
11-Jul-2025 12:03:51	327	526.6000	BATE	08492084900109081-20000PAK20250711
11-Jul-2025 12:19:06	14	528.4000	XLON	07002070000095575-E0NjPcQt9YvM20250711
11-Jul-2025 12:19:36	14	528.4000	XLON	05002050000095856-E0NjPcQt9ZEc20250711
11-Jul-2025 12:20:01	490	528.2000	XLON	07002070000095549-E0NjPcQt9ZTh20250711
11-Jul-2025 12:30:25	327	529.0000	BATE	08492084900119685-20000R1220250711
11-Jul-2025 12:35:26	199	529.2000	XLON	07002070000100385-E0NjPcQt9hbK20250711
11-Jul-2025 12:35:27	13	529.2000	XLON	07002070000100385-E0NjPcQt9hbP20250711
11-Jul-2025 12:35:27	290	529.2000	XLON	07002070000100385-E0NjPcQt9hbS20250711
11-Jul-2025 12:35:39	69	529.0000	XLON	07002070000099969-E0NjPcQt9hiy20250711
11-Jul-2025 12:35:39	286	529.0000	XLON	07002070000099969-E0NjPcQt9hj120250711
11-Jul-2025 12:35:39	349	529.0000	BATE	06242062400123546-20000RD220250711
11-Jul-2025 12:35:39	126	529.0000	XLON	07002070000099969-E0NjPcQt9hip20250711
11-Jul-2025 12:39:00	191	529.2000	XLON	05002050000101820-E0NjPcQt9jLh20250711
11-Jul-2025 12:39:00	233	529.2000	XLON	05002050000101820-E0NjPcQt9jLa20250711
11-Jul-2025 12:39:00	96	529.2000	BATE	06242062400124475-20000RNU20250711
11-Jul-2025 12:39:00	237	529.2000	BATE	06242062400124475-20000RNT20250711
11-Jul-2025 12:40:59	352	529.2000	BATE	06242062400125368-20000RR120250711
11-Jul-2025 12:47:26	326	530.2000	BATE	06242062400128291-20000S7B20250711
11-Jul-2025 12:48:28	342	530.0000	XLON	05002050000104695-E0NjPcQt9oIC20250711
11-Jul-2025 12:59:58	175	530.0000	BATE	06242062400131836-20000T2E20250711
11-Jul-2025 12:59:58	170	530.0000	BATE	06242062400131836-20000T2D20250711
11-Jul-2025 13:01:05	327	529.8000	XLON	05002050000107449-E0NjPcQt9vQU20250711
11-Jul-2025 13:09:00	355	529.4000	BATE	06242062400137682-20000TYO20250711
11-Jul-2025 13:09:00	365	529.2000	XLON	07002070000112517-F0NjPcQtA1kF20250711

11-Jul-2025 13:09:00	26	529.2000	XLON	07002070000112517- E0NjPcQtA1kB20250711
11-Jul-2025 13:12:11	326	529.2000	XLON	05002050000114486- E0NjPcQtA3Ik20250711
11-Jul-2025 13:16:27	326	529.6000	BATE	08492084900139726- 20000UKY20250711
11-Jul-2025 13:20:00	456	529.0000	XLON	07002070000114736- E0NjPcQtA7ng20250711
11-Jul-2025 13:21:46	326	528.2000	XLON	05002050000117516- E0NjPcQtA8vs20250711
11-Jul-2025 13:41:50	524	528.2000	XLON	07002070000125326- E0NjPcQtAM7V20250711
11-Jul-2025 13:53:56	377	529.0000	XLON	05002050000129721- E0NjPcQtAUEk20250711
11-Jul-2025 13:55:12	358	528.6000	XLON	05002050000129061- E0NjPcQtAV0x20250711
11-Jul-2025 14:02:59	460	529.0000	XLON	05002050000133208- E0NjPcQtAbhp20250711
11-Jul-2025 14:10:00	344	530.0000	BATE	08492084900165386- 20000ZIR20250711
11-Jul-2025 14:10:01	359	529.8000	XLON	05002050000134765- E0NjPcQtAgha20250711
11-Jul-2025 14:12:00	424	530.2000	BATE	08492084900167695- 20000ZQW20250711
11-Jul-2025 14:17:01	61	530.2000	XLON	05002050000138098- E0NjPcQtAnEk20250711
11-Jul-2025 14:17:02	248	530.2000	XLON	05002050000138098- E0NjPcQtAnEm20250711
11-Jul-2025 14:17:02	98	530.2000	XLON	05002050000138098- E0NjPcQtAnEo20250711
11-Jul-2025 14:18:35	496	530.0000	XLON	05002050000137751- E0NjPcQtAoQI20250711
11-Jul-2025 14:18:35	391	530.0000	BATE	08492084900168049- 200010DH20250711
11-Jul-2025 14:23:15	327	530.2000	BATE	08492084900172268- 200010TS20250711
11-Jul-2025 14:23:15	327	530.2000	XLON	07002070000139342- E0NjPcQtAs2c20250711
11-Jul-2025 14:27:50	346	531.4000	XLON	07002070000141782- E0NjPcQtAvT620250711
11-Jul-2025 14:28:39	359	531.0000	BATE	08492084900176308- 200011FB20250711
11-Jul-2025 14:28:39	194	531.0000	XLON	07002070000141727- E0NjPcQtAwDo20250711
11-Jul-2025 14:28:39	288	531.0000	XLON	07002070000141727- E0NjPcQtAwDt20250711
11-Jul-2025 14:32:05	326	531.4000	XLON	07002070000145769- E0NjPcQtB4LR20250711
11-Jul-2025 14:32:05	391	531.6000	BATE	06242062400183830- 200012CK20250711
11-Jul-2025 14:34:05	326	531.2000	BATE	06242062400184621- 200012SL20250711
11-Jul-2025 14:34:23	330	531.0000	XLON	05002050000146560- E0NjPcQtB8fR20250711
11-Jul-2025 14:34:23	94	531.0000	XLON	05002050000146560- E0NjPcQtB8fO20250711
11-Jul-2025 14:34:23	326	530.8000	BATE	08492084900184263- 200012UV20250711
11-Jul-2025 14:40:36	59	531.0000	XLON	05002050000152308- E0NjPcQtBHyl20250711
11-Jul-2025 14:40:36	120	531.0000	XLON	05002050000152308- E0NjPcQtBHyn20250711
11-Jul-2025 14:43:52	27	532.2000	XLON	07002070000153997- E0NjPcQtBMQg20250711
11-Jul-2025 14:43:52	383	532.2000	XLON	07002070000153997- E0NjPcQtBMQg20250711
11-Jul-2025 14:44:07	373	531.8000	XLON	05002050000153889- E0NjPcQtBMx020250711
11-Jul-2025 14:45:54	485	531.6000	XLON	05002050000153842- E0NjPcQtBP5t20250711
11-Jul-2025 14:45:54	489	531.8000	XLON	07002070000155170- E0NjPcQtBP5F20250711
11-Jul-2025 14:48:06	359	531.4000	BATE	08492084900191060- 2000151B20250711
11-Jul-2025 14:50:12	542	531.4000	BATE	06242062400199075- 200015CK20250711
11-Jul-2025 14:51:07	391	531.4000	BATE	06242062400200664- 200015I420250711
11-Jul-2025 14:51:07	357	531.4000	XLON	05002050000158551-

				E0NjPcQtBWaT20250711
11-Jul-2025 14:57:21	392	532.4000	BATE	08492084900202389-200016KX20250711
11-Jul-2025 14:58:56	263	532.4000	XLON	05002050000163237-E0NjPcQtBh7720250711
11-Jul-2025 14:58:56	94	532.4000	XLON	05002050000163237-E0NjPcQtBh7520250711
11-Jul-2025 15:02:11	390	532.4000	BATE	06242062400208738-200017GI20250711
11-Jul-2025 15:03:00	359	532.2000	XLON	05002050000165342-E0NjPcQtBnxQ20250711
11-Jul-2025 15:06:04	476	533.2000	XLON	05002050000167293-E0NjPcQtBrar20250711
11-Jul-2025 15:06:25	327	533.0000	XLON	07002070000167067-E0NjPcQtBsCp20250711
11-Jul-2025 15:12:41	347	533.6000	BATE	06242062400215481-2000190E20250711
11-Jul-2025 15:14:36	145	533.6000	XLON	07002070000171636-E0NjPcQtC1Pt20250711
11-Jul-2025 15:14:36	317	533.6000	XLON	07002070000171636-E0NjPcQtC1Pv20250711
11-Jul-2025 15:16:25	326	533.4000	XLON	05002050000171234-E0NjPcQtC3az20250711
11-Jul-2025 15:17:00	424	533.2000	BATE	08492084900214676-200019TA20250711
11-Jul-2025 15:17:09	326	533.0000	XLON	07002070000172414-E0NjPcQtC4bG20250711
11-Jul-2025 15:17:39	326	532.4000	XLON	05002050000173481-E0NjPcQtC5Qx20250711
11-Jul-2025 15:26:46	424	532.2000	XLON	07002070000177956-E0NjPcQtCE9w20250711
11-Jul-2025 15:27:44	342	531.8000	BATE	08492084900216988-20001BR120250711
11-Jul-2025 15:27:44	415	531.8000	XLON	07002070000174409-E0NjPcQtCFEI20250711
11-Jul-2025 15:30:49	61	532.0000	BATE	08492084900225295-20001CCP20250711
11-Jul-2025 15:30:49	266	532.0000	BATE	08492084900225295-20001CCO20250711
11-Jul-2025 15:30:49	359	532.0000	XLON	05002050000179260-E0NjPcQtCIEF20250711
11-Jul-2025 15:33:44	489	531.6000	BATE	08492084900226398-20001CTW20250711
11-Jul-2025 15:38:17	262	532.0000	XLON	07002070000183314-E0NjPcQtCPSv20250711
11-Jul-2025 15:38:17	330	532.0000	XLON	07002070000183314-E0NjPcQtCPSr20250711
11-Jul-2025 15:39:10	429	531.8000	BATE	06242062400233504-20001DOU20250711
11-Jul-2025 15:39:10	28	531.8000	BATE	06242062400233504-20001DOT20250711
11-Jul-2025 15:40:05	392	531.6000	XLON	05002050000182036-E0NjPcQtCRjU20250711
11-Jul-2025 15:44:47	359	531.4000	BATE	06242062400235164-20001EO020250711
11-Jul-2025 15:45:05	326	531.2000	XLON	05002050000185026-E0NjPcQtCXIG20250711
11-Jul-2025 15:47:12	311	530.8000	XLON	07002070000187578-E0NjPcQtCa1Y20250711
11-Jul-2025 15:47:12	27	530.8000	XLON	07002070000187578-E0NjPcQtCa1b20250711
11-Jul-2025 15:52:42	326	531.0000	XLON	07002070000190338-E0NjPcQtCgLF20250711
11-Jul-2025 15:52:42	326	530.8000	BATE	06242062400240308-20001GA120250711
11-Jul-2025 15:53:09	135	530.6000	XLON	07002070000188054-E0NjPcQtCh9320250711
11-Jul-2025 15:53:09	191	530.6000	XLON	07002070000188054-E0NjPcQtCh9720250711
11-Jul-2025 15:59:06	308	531.4000	XLON	05002050000193948-E0NjPcQtCo0U20250711
11-Jul-2025 15:59:06	137	531.4000	XLON	05002050000193948-E0NjPcQtCo0V20250711
11-Jul-2025 16:02:08	403	531.6000	BATE	06242062400253296-20001IB720250711
11-Jul-2025 16:02:50	359	531.6000	XLON	05002050000195674-E0NjPcQtCsm220250711
11-Jul-2025 16:04:08	339	531.8000	XLON	05002050000196411-E0NjPcQtCtE20250711

11-Jul-2025 16:04:18	373	533.0000	XLON	05002050000196442-E0NjPcQtCttf20250711
11-Jul-2025 16:05:22	457	533.0000	BATE	06242062400255584-20001J1T20250711
11-Jul-2025 16:05:22	456	533.0000	BATE	08492084900252061-20001J1U20250711
11-Jul-2025 16:06:21	359	532.8000	XLON	07002070000197174-E0NjPcQtCvcG20250711
11-Jul-2025 16:12:26	508	532.8000	XLON	07002070000200250-E0NjPcQtD0zc20250711
11-Jul-2025 16:13:21	391	532.6000	XLON	05002050000197234-E0NjPcQtD1uy20250711
11-Jul-2025 16:13:21	391	532.6000	BATE	06242062400257333-20001KZ920250711
11-Jul-2025 16:13:21	392	532.4000	BATE	06242062400264107-20001KZD20250711
11-Jul-2025 16:14:41	16	532.0000	XLON	07002070000201164-E0NjPcQtD3qJ20250711
11-Jul-2025 16:14:41	66	532.0000	XLON	07002070000201164-E0NjPcQtD3qH20250711
11-Jul-2025 16:14:41	407	532.0000	XLON	07002070000201164-E0NjPcQtD3qF20250711
11-Jul-2025 16:15:00	359	531.8000	XLON	05002050000201205-E0NjPcQtD4Gv20250711
11-Jul-2025 16:15:51	345	532.2000	BATE	08492084900264677-20001LSZ20250711
11-Jul-2025 16:15:51	46	532.2000	BATE	08492084900264677-20001LSY20250711
11-Jul-2025 16:21:42	326	533.2000	BATE	08492084900272119-20001N7T20250711
11-Jul-2025 16:21:42	391	533.2000	XLON	05002050000203476-E0NjPcQtDBTR20250711
11-Jul-2025 16:21:43	326	533.0000	XLON	05002050000203345-E0NjPcQtDBV620250711
11-Jul-2025 16:21:43	359	533.0000	BATE	06242062400274395-20001N7Y20250711
11-Jul-2025 16:25:46	326	533.4000	XLON	05002050000204207-E0NjPcQtDGHM20250711
11-Jul-2025 16:26:12	424	533.2000	BATE	08492084900276788-20001OVH20250711
11-Jul-2025 16:26:12	458	533.2000	XLON	07002070000203943-E0NjPcQtDGvA20250711
11-Jul-2025 16:26:27	327	533.0000	BATE	06242062400277268-20001OY720250711
11-Jul-2025 16:27:26	359	532.6000	XLON	05002050000204530-E0NjPcQtDISI20250711
11-Jul-2025 16:27:26	80	532.8000	XLON	07002070000204586-E0NjPcQtDIRp20250711
11-Jul-2025 16:28:11	238	532.4000	BATE	06242062400282908-20001POM20250711
11-Jul-2025 16:28:14	1	532.2000	XLON	07002070000204587-E0NjPcQtDJPV20250711
11-Jul-2025 16:28:44	15	532.4000	BATE	08492084900279766-20001PXT20250711

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