

15th August 2025

Melrose Industries PLC
("Melrose" or the "Company")
Transaction in Own Shares

The Company announces today it has purchased the following number of its ordinary shares of £0.001 each through Investec Bank plc ("Investec").

Ordinary Shares

Date of purchase:	14 th August 2025
Aggregate number of ordinary shares purchased:	236,847
Lowest price per share (pence):	588.00
Highest price per share (pence):	600.00
Weighted average price per day (pence):	595.5613

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 42,295,592 ordinary shares in treasury and has 1,269,179,729 ordinary shares in issue (excluding treasury shares).

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

Aggregate information:

Venue	Volume-weighted average price (p)	Aggregated volume	Lowest price per share (p)	Highest price per share (p)
XLON	595.5613	236,847	588.00	600.00

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:

Date and time of each trade	Number of shares purchased	Price (pence per share)	Trading Venue	Transaction Reference Number
14 August 2025 08:01:50	377	588.00	XLON	00349308589TRLO1
14 August 2025 08:05:24	587	592.00	XLON	00349310669TRLO1
14 August 2025 08:05:51	488	591.60	XLON	00349310907TRLO1
14 August 2025 08:06:58	496	591.40	XLON	00349311426TRLO1
14 August 2025 08:10:37	479	591.60	XLON	00349313100TRLO1
14 August 2025 08:10:53	490	591.40	XLON	00349313213TRLO1
14 August 2025 08:10:53	511	591.00	XLON	00349313214TRLO1
14 August 2025 08:10:55	258	591.00	XLON	00349313231TRLO1
14 August 2025 08:12:05	57	591.00	XLON	00349313775TRLO1
14 August 2025 08:12:08	388	592.20	XLON	00349313796TRLO1
14 August 2025 08:13:32	284	592.40	XLON	00349314455TRLO1
14 August 2025	487		XLON	00349314456TRLO1

08:13:32	487	591.60	XLON	003493144561TRLO1
14 August 2025 08:13:32	21	591.60	XLON	00349314457TRLO1
14 August 2025 08:14:44	240	591.60	XLON	00349315269TRLO1
14 August 2025 08:15:03	475	590.80	XLON	00349315426TRLO1
14 August 2025 08:15:25	487	590.00	XLON	00349315637TRLO1
14 August 2025 08:18:00	247	589.20	XLON	00349316598TRLO1
14 August 2025 08:25:36	483	590.20	XLON	00349320062TRLO1
14 August 2025 08:28:12	485	590.40	XLON	00349321962TRLO1
14 August 2025 08:28:12	350	590.40	XLON	00349321966TRLO1
14 August 2025 08:28:12	350	590.40	XLON	00349321967TRLO1
14 August 2025 08:28:12	47	590.80	XLON	00349321968TRLO1
14 August 2025 08:29:09	546	590.60	XLON	00349322325TRLO1
14 August 2025 08:29:09	232	590.60	XLON	00349322326TRLO1
14 August 2025 08:29:09	352	590.60	XLON	00349322327TRLO1
14 August 2025 08:29:09	165	590.80	XLON	00349322328TRLO1
14 August 2025 08:29:09	273	590.80	XLON	00349322329TRLO1
14 August 2025 08:29:09	239	590.80	XLON	00349322330TRLO1
14 August 2025 08:29:09	74	590.80	XLON	00349322331TRLO1
14 August 2025 08:30:56	519	590.60	XLON	00349323120TRLO1
14 August 2025 08:43:38	505	590.80	XLON	00349328999TRLO1
14 August 2025 08:43:38	478	590.60	XLON	00349329003TRLO1
14 August 2025 08:44:03	476	591.20	XLON	00349329191TRLO1
14 August 2025 08:44:03	310	591.20	XLON	00349329192TRLO1
14 August 2025 08:44:03	512	590.80	XLON	00349329193TRLO1
14 August 2025 08:49:41	266	592.20	XLON	00349332230TRLO1
14 August 2025 08:49:41	77	592.20	XLON	00349332231TRLO1
14 August 2025 08:49:41	375	592.20	XLON	00349332232TRLO1
14 August 2025 08:49:41	514	591.80	XLON	00349332233TRLO1
14 August 2025 08:52:21	496	591.40	XLON	00349333979TRLO1
14 August 2025 08:52:21	488	591.20	XLON	00349333986TRLO1
14 August 2025 08:52:51	518	591.00	XLON	00349334208TRLO1
14 August 2025 08:52:51	1,142	591.00	XLON	00349334209TRLO1
14 August 2025 08:58:28	477	591.00	XLON	00349337068TRLO1
14 August 2025 09:09:51	229	593.20	XLON	00349343551TRLO1

14 August 2025 09:09:51	26	593.20	XLON	00349343552TRLO1
14 August 2025 09:09:51	8	593.20	XLON	00349343553TRLO1
14 August 2025 09:10:54	497	593.20	XLON	00349344203TRLO1
14 August 2025 09:10:54	554	593.20	XLON	00349344204TRLO1
14 August 2025 09:10:54	233	593.20	XLON	00349344205TRLO1
14 August 2025 09:12:08	1,100	593.20	XLON	00349344855TRLO1
14 August 2025 09:12:08	16	593.20	XLON	00349344856TRLO1
14 August 2025 09:13:03	509	593.20	XLON	00349345549TRLO1
14 August 2025 09:13:04	512	593.00	XLON	00349345550TRLO1
14 August 2025 09:14:56	481	592.80	XLON	00349346704TRLO1
14 August 2025 09:14:56	1,500	592.80	XLON	00349346705TRLO1
14 August 2025 09:14:56	162	592.80	XLON	00349346707TRLO1
14 August 2025 09:14:56	242	592.80	XLON	00349346708TRLO1
14 August 2025 09:15:36	482	592.80	XLON	00349347076TRLO1
14 August 2025 09:19:56	25	594.00	XLON	00349349816TRLO1
14 August 2025 09:21:17	736	594.00	XLON	00349350604TRLO1
14 August 2025 09:21:17	733	594.00	XLON	00349350605TRLO1
14 August 2025 09:23:05	489	593.60	XLON	00349351557TRLO1
14 August 2025 09:24:46	197	593.40	XLON	00349352476TRLO1
14 August 2025 09:24:46	52	593.40	XLON	00349352477TRLO1
14 August 2025 09:29:06	120	593.60	XLON	00349354859TRLO1
14 August 2025 09:29:06	87	593.60	XLON	00349354860TRLO1
14 August 2025 09:29:06	42	593.60	XLON	00349354861TRLO1
14 August 2025 09:36:21	497	593.40	XLON	00349358921TRLO1
14 August 2025 09:43:00	519	593.60	XLON	00349362941TRLO1
14 August 2025 09:43:00	250	593.60	XLON	00349362942TRLO1
14 August 2025 09:48:00	494	593.40	XLON	00349365705TRLO1
14 August 2025 09:48:00	247	593.40	XLON	00349365706TRLO1
14 August 2025 09:48:00	733	593.20	XLON	00349365707TRLO1
14 August 2025 09:48:20	66	593.20	XLON	00349365946TRLO1
14 August 2025 09:48:20	14	593.20	XLON	00349365947TRLO1
14 August 2025 09:50:31	475	593.60	XLON	00349367071TRLO1
14 August 2025 09:50:33	508	593.60	XLON	00349367088TRLO1
14 August 2025	248		XLON	00349368524TRLO1

09:53:25	470	593.80	XLON	0034939927TRLO1
14 August 2025 10:01:20	241	593.60	XLON	00349372963TRLO1
14 August 2025 10:01:20	241	593.60	XLON	00349372964TRLO1
14 August 2025 10:01:20	240	593.60	XLON	00349372965TRLO1
14 August 2025 10:02:03	508	593.60	XLON	00349373869TRLO1
14 August 2025 10:03:07	265	593.40	XLON	00349374377TRLO1
14 August 2025 10:04:03	15	593.40	XLON	00349374799TRLO1
14 August 2025 10:04:03	236	593.40	XLON	00349374800TRLO1
14 August 2025 10:18:13	781	595.60	XLON	00349386589TRLO1
14 August 2025 10:21:46	477	596.40	XLON	00349388856TRLO1
14 August 2025 10:22:06	514	597.60	XLON	00349389127TRLO1
14 August 2025 10:22:20	520	598.00	XLON	00349389274TRLO1
14 August 2025 10:22:20	217	598.00	XLON	00349389275TRLO1
14 August 2025 10:22:20	505	597.80	XLON	00349389276TRLO1
14 August 2025 10:22:20	230	597.80	XLON	00349389277TRLO1
14 August 2025 10:22:20	228	597.80	XLON	00349389278TRLO1
14 August 2025 10:22:21	515	597.60	XLON	00349389294TRLO1
14 August 2025 10:22:21	559	597.80	XLON	00349389295TRLO1
14 August 2025 10:22:21	79	597.80	XLON	00349389296TRLO1
14 August 2025 10:22:21	191	597.80	XLON	00349389297TRLO1
14 August 2025 10:22:21	515	597.60	XLON	00349389299TRLO1
14 August 2025 10:22:44	68	598.00	XLON	00349389742TRLO1
14 August 2025 10:22:44	559	598.00	XLON	00349389743TRLO1
14 August 2025 10:26:21	516	598.00	XLON	00349392836TRLO1
14 August 2025 10:26:22	480	597.80	XLON	00349392847TRLO1
14 August 2025 10:28:30	494	597.60	XLON	00349394461TRLO1
14 August 2025 10:28:30	477	597.40	XLON	00349394463TRLO1
14 August 2025 10:30:18	477	597.40	XLON	00349395900TRLO1
14 August 2025 10:35:24	510	597.20	XLON	00349399729TRLO1
14 August 2025 10:35:24	255	597.20	XLON	00349399730TRLO1
14 August 2025 10:35:24	559	597.40	XLON	00349399731TRLO1
14 August 2025 10:35:24	220	597.40	XLON	00349399732TRLO1
14 August 2025 10:35:24	262	597.40	XLON	00349399733TRLO1
14 August 2025 10:35:24	29	597.40	XLON	00349399734TRLO1

14 August 2025 10:35:24	144	597.40	XLON	00349399735TRLO1
14 August 2025 10:35:24	167	597.40	XLON	00349399736TRLO1
14 August 2025 10:35:24	233	597.40	XLON	00349399737TRLO1
14 August 2025 10:35:24	547	597.40	XLON	00349399738TRLO1
14 August 2025 10:35:24	162	597.40	XLON	00349399739TRLO1
14 August 2025 10:35:24	88	597.20	XLON	00349399740TRLO1
14 August 2025 10:35:37	178	597.20	XLON	00349399926TRLO1
14 August 2025 10:35:39	178	597.20	XLON	00349399965TRLO1
14 August 2025 10:35:39	509	597.20	XLON	00349399966TRLO1
14 August 2025 10:35:39	88	597.20	XLON	00349399967TRLO1
14 August 2025 10:35:39	263	597.20	XLON	00349399968TRLO1
14 August 2025 10:36:00	245	597.20	XLON	00349400235TRLO1
14 August 2025 10:36:09	712	596.80	XLON	00349400369TRLO1
14 August 2025 10:36:09	238	596.80	XLON	00349400370TRLO1
14 August 2025 10:39:40	1,214	596.40	XLON	00349402914TRLO1
14 August 2025 10:49:47	975	597.00	XLON	00349410322TRLO1
14 August 2025 10:50:19	263	597.00	XLON	00349410672TRLO1
14 August 2025 10:50:53	254	597.00	XLON	00349411020TRLO1
14 August 2025 10:52:09	1,016	596.60	XLON	00349411838TRLO1
14 August 2025 10:52:18	961	596.60	XLON	00349411971TRLO1
14 August 2025 10:52:18	1,007	596.20	XLON	00349411972TRLO1
14 August 2025 10:56:26	756	596.40	XLON	00349414863TRLO1
14 August 2025 10:56:26	252	596.40	XLON	00349414864TRLO1
14 August 2025 10:57:04	764	596.00	XLON	00349415284TRLO1
14 August 2025 10:58:15	276	595.80	XLON	00349416033TRLO1
14 August 2025 10:58:15	497	595.80	XLON	00349416034TRLO1
14 August 2025 10:58:15	257	595.80	XLON	00349416035TRLO1
14 August 2025 10:59:04	775	595.60	XLON	00349416614TRLO1
14 August 2025 10:59:04	258	595.60	XLON	00349416615TRLO1
14 August 2025 10:59:50	752	595.40	XLON	00349416910TRLO1
14 August 2025 10:59:50	251	595.40	XLON	00349416911TRLO1
14 August 2025 11:00:10	744	595.40	XLON	00349417046TRLO1
14 August 2025 11:01:30	380	595.60	XLON	00349417194TRLO1
14 August 2025 11:01:30	401	595.60	XLON	00349417195TRLO1

11:01:30		595.60		
14 August 2025 11:06:51	513	595.80	XLON	00349417545TRLO1
14 August 2025 11:07:32	477	595.60	XLON	00349417576TRLO1
14 August 2025 11:07:33	178	595.40	XLON	00349417578TRLO1
14 August 2025 11:17:04	494	595.60	XLON	00349417943TRLO1
14 August 2025 11:18:51	485	595.40	XLON	00349417986TRLO1
14 August 2025 11:20:09	480	595.00	XLON	00349418098TRLO1
14 August 2025 11:20:09	156	595.00	XLON	00349418099TRLO1
14 August 2025 11:28:01	510	595.80	XLON	00349418492TRLO1
14 August 2025 11:35:29	519	595.80	XLON	00349418749TRLO1
14 August 2025 11:35:36	477	596.00	XLON	00349418752TRLO1
14 August 2025 11:39:21	410	595.80	XLON	00349418916TRLO1
14 August 2025 11:39:21	90	595.80	XLON	00349418917TRLO1
14 August 2025 11:40:29	485	595.60	XLON	00349418995TRLO1
14 August 2025 11:40:36	479	595.60	XLON	00349419003TRLO1
14 August 2025 11:42:13	985	595.40	XLON	00349419073TRLO1
14 August 2025 11:42:13	246	595.40	XLON	00349419074TRLO1
14 August 2025 11:42:13	1,288	596.00	XLON	00349419075TRLO1
14 August 2025 11:42:13	1,032	595.60	XLON	00349419076TRLO1
14 August 2025 11:43:44	735	595.40	XLON	00349419122TRLO1
14 August 2025 11:43:44	1,235	595.80	XLON	00349419123TRLO1
14 August 2025 11:43:44	66	595.80	XLON	00349419124TRLO1
14 August 2025 11:48:49	542	595.80	XLON	00349419273TRLO1
14 August 2025 11:48:49	450	595.80	XLON	00349419274TRLO1
14 August 2025 11:58:00	252	597.40	XLON	00349419593TRLO1
14 August 2025 11:58:00	257	597.20	XLON	00349419594TRLO1
14 August 2025 11:58:01	292	596.80	XLON	00349419595TRLO1
14 August 2025 12:02:21	247	597.20	XLON	00349419691TRLO1
14 August 2025 12:05:19	506	597.40	XLON	00349419772TRLO1
14 August 2025 12:05:19	500	597.20	XLON	00349419773TRLO1
14 August 2025 12:09:26	775	597.20	XLON	00349419936TRLO1
14 August 2025 12:13:48	101	598.40	XLON	00349420101TRLO1
14 August 2025 12:13:48	269	598.40	XLON	00349420102TRLO1
14 August 2025 12:13:48	633	598.40	XLON	00349420103TRLO1

14 August 2025 12:13:51	718	598.60	XLON	00349420104TRLO1
14 August 2025 12:17:07	566	598.00	XLON	00349420224TRLO1
14 August 2025 12:17:07	171	598.00	XLON	00349420225TRLO1
14 August 2025 12:23:13	476	598.00	XLON	00349420395TRLO1
14 August 2025 12:27:36	52	599.40	XLON	00349420655TRLO1
14 August 2025 12:28:56	481	600.00	XLON	00349420689TRLO1
14 August 2025 12:28:58	477	600.00	XLON	00349420690TRLO1
14 August 2025 12:35:02	238	600.00	XLON	00349420883TRLO1
14 August 2025 12:36:45	237	599.80	XLON	00349420921TRLO1
14 August 2025 12:36:45	238	599.80	XLON	00349420922TRLO1
14 August 2025 12:40:31	487	600.00	XLON	00349421001TRLO1
14 August 2025 12:45:12	502	599.80	XLON	00349421166TRLO1
14 August 2025 12:45:12	251	599.80	XLON	00349421167TRLO1
14 August 2025 12:45:32	761	599.20	XLON	00349421180TRLO1
14 August 2025 12:51:09	296	599.00	XLON	00349421438TRLO1
14 August 2025 12:51:09	179	599.00	XLON	00349421439TRLO1
14 August 2025 12:51:09	237	599.00	XLON	00349421440TRLO1
14 August 2025 12:51:09	238	599.00	XLON	00349421441TRLO1
14 August 2025 13:02:41	712	599.20	XLON	00349421986TRLO1
14 August 2025 13:03:49	763	598.60	XLON	00349422011TRLO1
14 August 2025 13:04:04	486	598.40	XLON	00349422019TRLO1
14 August 2025 13:10:40	110	598.60	XLON	00349422244TRLO1
14 August 2025 13:10:40	143	598.60	XLON	00349422245TRLO1
14 August 2025 13:10:40	81	598.60	XLON	00349422246TRLO1
14 August 2025 13:10:40	138	598.60	XLON	00349422247TRLO1
14 August 2025 13:10:40	33	598.60	XLON	00349422248TRLO1
14 August 2025 13:25:43	224	600.00	XLON	00349422748TRLO1
14 August 2025 13:25:43	35	600.00	XLON	00349422749TRLO1
14 August 2025 13:30:01	723	599.60	XLON	00349422972TRLO1
14 August 2025 13:30:02	730	600.00	XLON	00349422999TRLO1
14 August 2025 13:30:04	712	599.60	XLON	00349423011TRLO1
14 August 2025 13:30:04	492	599.40	XLON	00349423012TRLO1
14 August 2025 13:34:05	169	600.00	XLON	00349423434TRLO1
14 August 2025 13:34:05	47	600.00	XLON	00349423435TRLO1

13:34:00		000.00		
14 August 2025 13:34:05	546	600.00	XLON	00349423436TRLO1
14 August 2025 13:36:00	734	599.40	XLON	00349423616TRLO1
14 August 2025 13:37:12	503	599.00	XLON	00349423677TRLO1
14 August 2025 13:37:59	751	599.00	XLON	00349423716TRLO1
14 August 2025 13:43:24	782	599.40	XLON	00349423924TRLO1
14 August 2025 13:43:41	261	599.00	XLON	00349423933TRLO1
14 August 2025 13:43:41	521	599.00	XLON	00349423934TRLO1
14 August 2025 13:48:27	490	598.80	XLON	00349424028TRLO1
14 August 2025 13:53:16	511	598.60	XLON	00349424143TRLO1
14 August 2025 13:53:16	255	598.60	XLON	00349424144TRLO1
14 August 2025 13:53:49	340	598.20	XLON	00349424168TRLO1
14 August 2025 13:53:49	437	598.20	XLON	00349424169TRLO1
14 August 2025 13:55:11	726	598.20	XLON	00349424186TRLO1
14 August 2025 13:58:37	520	597.60	XLON	00349424247TRLO1
14 August 2025 14:01:09	485	598.00	XLON	00349424324TRLO1
14 August 2025 14:01:52	553	597.80	XLON	00349424331TRLO1
14 August 2025 14:03:07	508	597.20	XLON	00349424347TRLO1
14 August 2025 14:03:36	478	597.00	XLON	00349424356TRLO1
14 August 2025 14:04:35	481	596.60	XLON	00349424393TRLO1
14 August 2025 14:07:09	482	596.20	XLON	00349424460TRLO1
14 August 2025 14:07:09	241	596.20	XLON	00349424461TRLO1
14 August 2025 14:15:31	243	595.80	XLON	00349424700TRLO1
14 August 2025 14:16:43	243	595.40	XLON	00349424739TRLO1
14 August 2025 14:16:43	243	595.40	XLON	00349424740TRLO1
14 August 2025 14:16:43	243	595.40	XLON	00349424741TRLO1
14 August 2025 14:16:45	780	595.00	XLON	00349424764TRLO1
14 August 2025 14:16:45	3,200	595.00	XLON	00349424746TRLO1
14 August 2025 14:16:45	3,200	595.00	XLON	00349424747TRLO1
14 August 2025 14:16:45	780	595.00	XLON	00349424748TRLO1
14 August 2025 14:16:45	279	595.00	XLON	00349424749TRLO1
14 August 2025 14:16:45	2,921	595.00	XLON	00349424750TRLO1
14 August 2025 14:16:45	1,059	595.00	XLON	00349424751TRLO1
14 August 2025 14:16:45	1,878	595.00	XLON	00349424752TRLO1

14 August 2025 14:16:45	1,322	595.00	XLON	00349424753TRLO1
14 August 2025 14:16:45	873	595.00	XLON	00349424754TRLO1
14 August 2025 14:16:45	1,217	595.00	XLON	00349424755TRLO1
14 August 2025 14:16:45	1,110	595.00	XLON	00349424756TRLO1
14 August 2025 14:16:45	212	595.00	XLON	00349424757TRLO1
14 August 2025 14:16:45	1,731	595.00	XLON	00349424758TRLO1
14 August 2025 14:16:45	780	595.00	XLON	00349424759TRLO1
14 August 2025 14:16:45	689	595.00	XLON	00349424760TRLO1
14 August 2025 14:16:45	780	595.00	XLON	00349424761TRLO1
14 August 2025 14:16:45	2,660	595.00	XLON	00349424762TRLO1
14 August 2025 14:16:45	540	595.00	XLON	00349424763TRLO1
14 August 2025 14:16:45	2,120	595.00	XLON	00349424765TRLO1
14 August 2025 14:16:45	540	595.00	XLON	00349424766TRLO1
14 August 2025 14:17:52	19	595.80	XLON	00349424805TRLO1
14 August 2025 14:19:44	875	595.80	XLON	00349424858TRLO1
14 August 2025 14:19:44	490	595.60	XLON	00349424859TRLO1
14 August 2025 14:19:44	518	595.40	XLON	00349424860TRLO1
14 August 2025 14:21:10	375	595.80	XLON	00349424912TRLO1
14 August 2025 14:21:10	354	595.80	XLON	00349424913TRLO1
14 August 2025 14:22:34	1,038	595.80	XLON	00349424983TRLO1
14 August 2025 14:22:50	1,037	595.60	XLON	00349424995TRLO1
14 August 2025 14:25:35	748	595.60	XLON	00349425140TRLO1
14 August 2025 14:26:36	1,033	595.60	XLON	00349425235TRLO1
14 August 2025 14:26:41	770	595.60	XLON	00349425242TRLO1
14 August 2025 14:29:10	89	595.60	XLON	00349425298TRLO1
14 August 2025 14:30:06	757	595.80	XLON	00349425328TRLO1
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14 August 2025 14:32:55	809	595.00	XLON	00349425533TRLO1
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14 August 2025 14:38:13	477	596.20	XLON	00349425800TRLO1
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14 August 2025 14:58:29	542	596.00	XLON	00349426730TRLO1
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14 August 2025 15:00:26	78	596.00	XLON	00349426816TRLO1
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14 August 2025 15:33:16	542	596.20	XLON	00349428163TRLO1
14 August 2025 15:35:22	966	596.20	XLON	00349428219TRLO1
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14 August 2025 15:45:16	91	595.40	XLON	00349428650TRLO1

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14 August 2025	240		XLON	00349429197TRLO1

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14 August 2025 16:05:25	1,207	596.40	XLON	00349429526TRLO1
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14 August 2025 16:11:49	841	597.00	XLON	00349429786TRLO1
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14 August 2025 16:19:55	155	598.80	XLON	00349430344TRLO1
14 August 2025 16:19:55	54	598.80	XLON	00349430345TRLO1
14 August 2025 16:19:55	994	598.80	XLON	00349430346TRLO1
14 August 2025 16:19:55	556	598.80	XLON	00349430347TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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