

4th September 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:	3 rd September 2025
Aggregate number of ordinary shares purchased:	152,734
Lowest price per share (pence):	583.60
Highest price per share (pence):	595.80
Weighted average price per day (pence):	592.3376

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 45,774,600 ordinary shares in treasury and has 1,265,700,721 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	592.3376	152,734	583.60	595.80

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
03 September 2025 08:00:09	266	588.80	XLON	00351888666TRLO1
03 September 2025 08:00:09	266	589.40	XLON	00351888667TRLO1
03 September 2025 08:04:20	522	587.60	XLON	00351891296TRLO1
03 September 2025 08:04:56	503	587.20	XLON	00351891703TRLO1
03 September 2025 08:09:57	514	585.40	XLON	00351895349TRLO1
03 September 2025 08:09:58	93	585.20	XLON	00351895351TRLO1
03 September 2025 08:09:58	407	585.20	XLON	00351895352TRLO1
03 September 2025 08:13:23	520	586.40	XLON	00351897257TRLO1
03 September 2025 08:15:30	261	585.80	XLON	00351898519TRLO1
03 September 2025 08:15:48	254	585.40	XLON	00351898889TRLO1
03 September 2025 08:17:35	530	585.60	XLON	00351900325TRLO1
03 September	522		XLON	00351900648TRLO1

2025 08:18:00	533	585.20	XLON	003519006181TRLO1
03 September 2025 08:18:08	504	584.80	XLON	00351900677TRLO1
03 September 2025 08:21:30	260	584.20	XLON	00351903068TRLO1
03 September 2025 08:25:10	318	584.20	XLON	00351905674TRLO1
03 September 2025 08:27:24	780	583.60	XLON	00351907505TRLO1
03 September 2025 08:29:25	499	584.00	XLON	00351909163TRLO1
03 September 2025 08:31:53	495	584.20	XLON	00351911303TRLO1
03 September 2025 08:33:08	523	584.00	XLON	00351912318TRLO1
03 September 2025 08:33:45	141	583.60	XLON	00351912995TRLO1
03 September 2025 08:33:47	238	583.60	XLON	00351913014TRLO1
03 September 2025 08:33:51	23	583.60	XLON	00351913032TRLO1
03 September 2025 08:33:51	238	583.60	XLON	00351913033TRLO1
03 September 2025 08:33:52	261	583.60	XLON	00351913049TRLO1
03 September 2025 08:38:23	497	585.20	XLON	00351917164TRLO1
03 September 2025 08:39:12	510	585.20	XLON	00351917870TRLO1
03 September 2025 08:45:15	1,001	586.20	XLON	00351923487TRLO1
03 September 2025 08:45:16	237	586.00	XLON	00351923491TRLO1
03 September 2025 08:45:16	792	586.00	XLON	00351923492TRLO1
03 September 2025 08:47:01	530	586.40	XLON	00351924886TRLO1
03 September 2025 08:50:00	253	586.20	XLON	00351927447TRLO1
03 September 2025 08:53:53	263	587.40	XLON	00351930104TRLO1
03 September 2025 08:57:21	510	588.20	XLON	00351932726TRLO1
03 September 2025 08:57:21	503	588.20	XLON	00351932727TRLO1
03 September 2025 08:57:23	760	588.00	XLON	00351932820TRLO1
03 September 2025 08:59:01	801	587.60	XLON	00351934472TRLO1
03 September 2025 09:00:27	757	587.40	XLON	00351935423TRLO1
03 September 2025 09:00:29	754	587.20	XLON	00351935477TRLO1
03 September 2025 09:02:30	770	586.80	XLON	00351936829TRLO1
03 September 2025 09:04:30	19	586.60	XLON	00351938156TRLO1
03 September 2025 09:04:30	489	586.60	XLON	00351938157TRLO1
03 September 2025 09:04:55	490	586.20	XLON	00351938426TRLO1
03 September 2025 09:04:55	42	586.20	XLON	00351938427TRLO1
03 September 2025 09:07:45	538	586.40	XLON	00351940696TRLO1
03 September 2025 09:09:01	525	586.60	XLON	00351941607TRLO1

03 September 2025 09:10:28	470	586.80	XLON	00351942608TRLO1
03 September 2025 09:16:40	499	587.40	XLON	00351946813TRLO1
03 September 2025 09:21:30	815	587.60	XLON	00351949921TRLO1
03 September 2025 09:26:10	539	587.80	XLON	00351953094TRLO1
03 September 2025 09:26:10	45	587.60	XLON	00351953099TRLO1
03 September 2025 09:26:11	460	587.60	XLON	00351953218TRLO1
03 September 2025 09:31:00	514	587.60	XLON	00351956932TRLO1
03 September 2025 09:35:11	524	588.00	XLON	00351959959TRLO1
03 September 2025 09:37:35	775	588.40	XLON	00351961722TRLO1
03 September 2025 09:48:23	484	590.20	XLON	00351969681TRLO1
03 September 2025 09:48:23	589	590.20	XLON	00351969682TRLO1
03 September 2025 09:49:30	805	590.40	XLON	00351970833TRLO1
03 September 2025 09:50:24	509	590.00	XLON	00351971834TRLO1
03 September 2025 09:55:05	1,030	589.40	XLON	00351976970TRLO1
03 September 2025 09:55:30	1,019	589.00	XLON	00351977453TRLO1
03 September 2025 09:56:23	763	588.80	XLON	00351978523TRLO1
03 September 2025 09:56:42	264	588.60	XLON	00351978773TRLO1
03 September 2025 10:12:19	790	589.60	XLON	00351994691TRLO1
03 September 2025 10:12:58	541	589.40	XLON	00351995202TRLO1
03 September 2025 10:24:03	1,043	592.20	XLON	00352006172TRLO1
03 September 2025 10:32:17	1,082	592.40	XLON	00352015728TRLO1
03 September 2025 10:33:58	1,076	593.00	XLON	00352017524TRLO1
03 September 2025 10:34:09	1,069	593.00	XLON	00352017722TRLO1
03 September 2025 10:35:05	772	592.80	XLON	00352018861TRLO1
03 September 2025 10:35:17	754	592.60	XLON	00352019044TRLO1
03 September 2025 10:35:17	300	592.40	XLON	00352019045TRLO1
03 September 2025 10:35:17	446	592.40	XLON	00352019046TRLO1
03 September 2025 10:35:17	96	592.40	XLON	00352019047TRLO1
03 September 2025 10:35:17	204	592.40	XLON	00352019048TRLO1
03 September 2025 10:40:38	769	593.00	XLON	00352024744TRLO1
03 September 2025 10:42:20	750	593.40	XLON	00352026771TRLO1
03 September 2025 10:44:43	13	593.40	XLON	00352031903TRLO1
03 September 2025 10:44:43	519	593.40	XLON	00352031904TRLO1
03 September	541		XLON	00352034270TRLO1

2025 10:46:31		593.20		
03 September 2025 10:46:31	270	593.20	XLON	00352034271TRLO1
03 September 2025 10:55:08	1,069	593.60	XLON	00352042964TRLO1
03 September 2025 10:55:08	267	593.60	XLON	00352042965TRLO1
03 September 2025 10:59:25	516	593.60	XLON	00352045442TRLO1
03 September 2025 10:59:34	504	592.80	XLON	00352045453TRLO1
03 September 2025 10:59:44	504	592.80	XLON	00352045459TRLO1
03 September 2025 10:59:44	19	592.60	XLON	00352045462TRLO1
03 September 2025 10:59:44	481	592.60	XLON	00352045463TRLO1
03 September 2025 11:07:18	990	593.60	XLON	00352045652TRLO1
03 September 2025 11:21:40	1,313	595.20	XLON	00352046001TRLO1
03 September 2025 11:21:44	1,078	595.00	XLON	00352046002TRLO1
03 September 2025 11:31:48	1,050	594.80	XLON	00352046203TRLO1
03 September 2025 11:44:11	1,320	595.00	XLON	00352046727TRLO1
03 September 2025 11:45:38	1,021	594.80	XLON	00352046825TRLO1
03 September 2025 11:51:07	503	594.60	XLON	00352047013TRLO1
03 September 2025 11:57:07	533	594.40	XLON	00352047153TRLO1
03 September 2025 11:57:07	266	594.40	XLON	00352047154TRLO1
03 September 2025 11:57:07	177	594.40	XLON	00352047155TRLO1
03 September 2025 11:57:07	89	594.40	XLON	00352047156TRLO1
03 September 2025 11:57:07	266	594.40	XLON	00352047157TRLO1
03 September 2025 12:03:09	1,320	595.40	XLON	00352047296TRLO1
03 September 2025 12:05:08	1,005	595.80	XLON	00352047376TRLO1
03 September 2025 12:05:08	763	595.60	XLON	00352047377TRLO1
03 September 2025 12:15:01	530	595.80	XLON	00352047731TRLO1
03 September 2025 12:15:01	265	595.80	XLON	00352047732TRLO1
03 September 2025 12:15:01	265	595.80	XLON	00352047733TRLO1
03 September 2025 12:23:20	763	595.80	XLON	00352048016TRLO1
03 September 2025 12:31:19	249	595.60	XLON	00352048192TRLO1
03 September 2025 12:31:19	248	595.60	XLON	00352048193TRLO1
03 September 2025 12:31:19	497	595.60	XLON	00352048194TRLO1
03 September 2025 12:31:19	249	595.60	XLON	00352048195TRLO1
03 September 2025 12:31:44	1,011	595.40	XLON	00352048203TRLO1
03 September 2025 12:38:53	1,065	595.20	XLON	00352048337TRLO1

03 September 2025 12:39:16	1,034	595.20	XLON	00352048347TRLO1
03 September 2025 12:40:38	531	595.00	XLON	00352048361TRLO1
03 September 2025 12:40:39	24	594.80	XLON	00352048362TRLO1
03 September 2025 12:40:47	519	594.80	XLON	00352048367TRLO1
03 September 2025 12:42:31	522	595.00	XLON	00352048406TRLO1
03 September 2025 12:44:09	707	595.20	XLON	00352048468TRLO1
03 September 2025 12:44:12	59	595.20	XLON	00352048470TRLO1
03 September 2025 12:44:12	707	595.20	XLON	00352048471TRLO1
03 September 2025 12:48:27	814	595.20	XLON	00352048579TRLO1
03 September 2025 12:48:27	272	595.20	XLON	00352048580TRLO1
03 September 2025 12:48:31	1,001	595.00	XLON	00352048585TRLO1
03 September 2025 12:53:05	770	595.40	XLON	00352048707TRLO1
03 September 2025 12:53:23	769	595.00	XLON	00352048716TRLO1
03 September 2025 12:59:39	752	595.20	XLON	00352048908TRLO1
03 September 2025 13:07:28	1,037	595.20	XLON	00352049083TRLO1
03 September 2025 13:10:09	634	595.00	XLON	00352049139TRLO1
03 September 2025 13:10:09	115	595.00	XLON	00352049140TRLO1
03 September 2025 13:10:11	530	594.80	XLON	00352049141TRLO1
03 September 2025 13:10:11	273	594.80	XLON	00352049142TRLO1
03 September 2025 13:13:44	266	594.80	XLON	00352049223TRLO1
03 September 2025 13:13:44	180	594.80	XLON	00352049224TRLO1
03 September 2025 13:13:44	13	594.80	XLON	00352049225TRLO1
03 September 2025 13:13:44	73	594.80	XLON	00352049226TRLO1
03 September 2025 13:13:44	266	594.80	XLON	00352049227TRLO1
03 September 2025 13:13:47	509	594.40	XLON	00352049229TRLO1
03 September 2025 13:13:47	1	594.40	XLON	00352049230TRLO1
03 September 2025 13:13:47	254	594.40	XLON	00352049231TRLO1
03 September 2025 13:21:51	886	594.60	XLON	00352049457TRLO1
03 September 2025 13:21:51	123	594.60	XLON	00352049458TRLO1
03 September 2025 13:30:53	496	594.00	XLON	00352049676TRLO1
03 September 2025 13:30:53	111	594.00	XLON	00352049677TRLO1
03 September 2025 13:30:53	137	594.00	XLON	00352049678TRLO1
03 September 2025 13:30:53	762	593.80	XLON	00352049679TRLO1
03 September 2025 13:37:45	1,033	594.00	XLON	00352049850TRLO1

2025 13:37:15	1,260	594.20		
03 September 2025 13:37:19	1,061	593.80	XLON	00352049851TRLO1
03 September 2025 13:37:20	759	593.60	XLON	00352049852TRLO1
03 September 2025 13:38:22	796	593.60	XLON	00352049867TRLO1
03 September 2025 13:47:03	524	594.20	XLON	00352050092TRLO1
03 September 2025 13:47:03	261	594.20	XLON	00352050093TRLO1
03 September 2025 13:47:03	262	594.20	XLON	00352050094TRLO1
03 September 2025 13:47:03	261	594.20	XLON	00352050095TRLO1
03 September 2025 13:58:37	762	594.20	XLON	00352050539TRLO1
03 September 2025 13:58:38	766	593.80	XLON	00352050540TRLO1
03 September 2025 14:00:45	785	593.80	XLON	00352050638TRLO1
03 September 2025 14:02:03	513	593.80	XLON	00352050684TRLO1
03 September 2025 14:07:10	798	594.20	XLON	00352050837TRLO1
03 September 2025 14:07:10	266	594.20	XLON	00352050838TRLO1
03 September 2025 14:15:42	1,074	594.20	XLON	00352051139TRLO1
03 September 2025 14:21:55	252	594.60	XLON	00352051327TRLO1
03 September 2025 14:21:55	757	594.60	XLON	00352051328TRLO1
03 September 2025 14:27:33	799	594.60	XLON	00352051417TRLO1
03 September 2025 14:30:51	1,065	594.60	XLON	00352051692TRLO1
03 September 2025 14:30:51	266	594.60	XLON	00352051693TRLO1
03 September 2025 14:31:13	1,013	594.40	XLON	00352051770TRLO1
03 September 2025 14:31:28	13	594.20	XLON	00352051784TRLO1
03 September 2025 14:31:28	1,029	594.20	XLON	00352051785TRLO1
03 September 2025 14:31:30	443	594.00	XLON	00352051786TRLO1
03 September 2025 14:31:30	309	594.00	XLON	00352051787TRLO1
03 September 2025 14:37:16	1,044	594.00	XLON	00352052046TRLO1
03 September 2025 14:37:16	261	594.00	XLON	00352052047TRLO1
03 September 2025 14:37:22	1,074	593.80	XLON	00352052050TRLO1
03 September 2025 14:37:38	993	593.60	XLON	00352052084TRLO1
03 September 2025 14:41:32	513	593.80	XLON	00352052283TRLO1
03 September 2025 14:42:43	799	593.60	XLON	00352052328TRLO1
03 September 2025 14:43:01	762	593.40	XLON	00352052337TRLO1
03 September 2025 14:44:04	502	594.00	XLON	00352052455TRLO1
03 September 2025 14:45:03	264	594.00	XLON	00352052530TRLO1

03 September 2025 14:45:03	530	594.00	XLON	00352052531TRLO1
03 September 2025 14:45:56	794	594.00	XLON	00352052582TRLO1
03 September 2025 14:48:09	254	594.00	XLON	00352052769TRLO1
03 September 2025 14:48:09	508	594.00	XLON	00352052770TRLO1
03 September 2025 14:48:09	254	594.00	XLON	00352052771TRLO1
03 September 2025 14:48:34	750	594.00	XLON	00352052811TRLO1
03 September 2025 14:50:18	743	594.40	XLON	00352052928TRLO1
03 September 2025 14:52:47	745	594.40	XLON	00352053014TRLO1
03 September 2025 14:52:47	249	594.40	XLON	00352053015TRLO1
03 September 2025 14:52:47	248	594.40	XLON	00352053016TRLO1
03 September 2025 14:52:47	248	594.40	XLON	00352053017TRLO1
03 September 2025 14:53:13	807	594.20	XLON	00352053028TRLO1
03 September 2025 14:53:13	473	594.20	XLON	00352053029TRLO1
03 September 2025 14:57:45	766	593.40	XLON	00352053290TRLO1
03 September 2025 14:59:27	544	593.40	XLON	00352053375TRLO1
03 September 2025 15:01:18	745	593.80	XLON	00352053504TRLO1
03 September 2025 15:02:11	780	593.80	XLON	00352053551TRLO1
03 September 2025 15:02:20	773	593.40	XLON	00352053565TRLO1
03 September 2025 15:03:07	801	593.60	XLON	00352053584TRLO1
03 September 2025 15:03:07	266	593.60	XLON	00352053585TRLO1
03 September 2025 15:06:55	1,084	594.40	XLON	00352053723TRLO1
03 September 2025 15:06:55	407	594.40	XLON	00352053724TRLO1
03 September 2025 15:08:20	50	594.60	XLON	00352053768TRLO1
03 September 2025 15:08:20	15	594.60	XLON	00352053769TRLO1
03 September 2025 15:08:20	274	594.60	XLON	00352053770TRLO1
03 September 2025 15:08:20	675	594.60	XLON	00352053771TRLO1
03 September 2025 15:08:31	995	594.40	XLON	00352053782TRLO1
03 September 2025 15:08:32	365	594.20	XLON	00352053783TRLO1
03 September 2025 15:08:32	687	594.20	XLON	00352053784TRLO1
03 September 2025 15:11:52	1,564	594.40	XLON	00352054002TRLO1
03 September 2025 15:11:52	51	594.40	XLON	00352054003TRLO1
03 September 2025 15:11:59	1,345	594.20	XLON	00352054026TRLO1
03 September 2025 15:12:25	1,026	594.00	XLON	00352054037TRLO1
03 September 2025 15:12:25	256	594.00	XLON	00352054038TRLO1

2025 15:12:23		594.00		
03 September 2025 15:13:07	780	593.40	XLON	00352054069TRLO1
03 September 2025 15:14:39	497	593.20	XLON	00352054133TRLO1
03 September 2025 15:14:41	504	593.20	XLON	00352054134TRLO1
03 September 2025 15:14:41	500	593.00	XLON	00352054135TRLO1
03 September 2025 15:20:53	812	593.20	XLON	00352054515TRLO1
03 September 2025 15:20:53	271	593.20	XLON	00352054516TRLO1
03 September 2025 15:21:10	762	592.60	XLON	00352054523TRLO1
03 September 2025 15:24:32	744	592.20	XLON	00352054659TRLO1
03 September 2025 15:27:46	798	593.20	XLON	00352054865TRLO1
03 September 2025 15:27:49	779	593.00	XLON	00352054870TRLO1
03 September 2025 15:31:35	248	593.00	XLON	00352055073TRLO1
03 September 2025 15:31:35	746	593.00	XLON	00352055074TRLO1
03 September 2025 15:32:41	787	593.20	XLON	00352055138TRLO1
03 September 2025 15:36:05	270	593.00	XLON	00352055347TRLO1
03 September 2025 15:36:05	809	593.00	XLON	00352055348TRLO1
03 September 2025 15:36:05	375	592.60	XLON	00352055349TRLO1
03 September 2025 15:36:05	275	592.60	XLON	00352055350TRLO1
03 September 2025 15:36:05	281	592.60	XLON	00352055351TRLO1
03 September 2025 15:36:05	59	592.60	XLON	00352055352TRLO1
03 September 2025 15:37:01	788	592.20	XLON	00352055391TRLO1
03 September 2025 15:37:02	802	591.80	XLON	00352055392TRLO1
03 September 2025 15:37:06	754	591.40	XLON	00352055396TRLO1
03 September 2025 15:39:04	642	591.40	XLON	00352055502TRLO1
03 September 2025 15:39:04	111	591.40	XLON	00352055503TRLO1
03 September 2025 15:39:04	251	591.40	XLON	00352055504TRLO1
03 September 2025 15:40:13	1,354	591.20	XLON	00352055556TRLO1
03 September 2025 15:40:15	1,056	591.00	XLON	00352055559TRLO1
03 September 2025 15:44:21	269	592.20	XLON	00352055773TRLO1
03 September 2025 15:44:27	269	592.20	XLON	00352055781TRLO1
03 September 2025 15:44:35	271	592.20	XLON	00352055789TRLO1
03 September 2025 15:44:46	252	592.20	XLON	00352055794TRLO1
03 September 2025 15:45:08	269	592.20	XLON	00352055808TRLO1
03 September 2025 15:45:55	937	592.00	XLON	00352055885TRLO1

03 September 2025 15:45:55	146	592.00	XLON	00352055886TRLO1
03 September 2025 15:45:55	1,008	591.80	XLON	00352055887TRLO1
03 September 2025 15:46:05	508	591.60	XLON	00352055903TRLO1
03 September 2025 15:46:05	254	591.60	XLON	00352055904TRLO1
03 September 2025 15:51:15	1,065	591.80	XLON	00352056289TRLO1
03 September 2025 15:51:17	747	591.60	XLON	00352056293TRLO1
03 September 2025 15:55:00	261	591.80	XLON	00352056461TRLO1
03 September 2025 15:55:00	522	591.80	XLON	00352056462TRLO1
03 September 2025 15:57:51	1,540	593.20	XLON	00352056617TRLO1
03 September 2025 15:58:30	296	593.20	XLON	00352056664TRLO1
03 September 2025 15:58:38	234	593.20	XLON	00352056666TRLO1
03 September 2025 15:58:38	50	593.20	XLON	00352056667TRLO1
03 September 2025 15:58:44	281	593.20	XLON	00352056669TRLO1
03 September 2025 15:58:58	1,584	593.00	XLON	00352056699TRLO1
03 September 2025 15:59:02	266	592.60	XLON	00352056721TRLO1
03 September 2025 16:00:19	129	592.40	XLON	00352056859TRLO1
03 September 2025 16:00:19	268	592.40	XLON	00352056860TRLO1
03 September 2025 16:00:19	268	592.40	XLON	00352056861TRLO1
03 September 2025 16:00:19	407	592.40	XLON	00352056862TRLO1
03 September 2025 16:00:50	271	592.20	XLON	00352056901TRLO1
03 September 2025 16:02:05	754	592.80	XLON	00352057005TRLO1
03 September 2025 16:04:19	498	592.80	XLON	00352057330TRLO1
03 September 2025 16:05:28	269	592.60	XLON	00352057424TRLO1
03 September 2025 16:05:28	268	592.60	XLON	00352057425TRLO1
03 September 2025 16:11:53	255	592.20	XLON	00352057717TRLO1
03 September 2025 16:11:53	256	592.20	XLON	00352057718TRLO1
03 September 2025 16:12:26	250	591.60	XLON	00352057729TRLO1
03 September 2025 16:13:32	539	591.40	XLON	00352057794TRLO1
03 September 2025 16:14:59	515	591.20	XLON	00352057883TRLO1
03 September 2025 16:16:01	1,069	591.40	XLON	00352057980TRLO1
03 September 2025 16:16:30	254	591.40	XLON	00352058009TRLO1
03 September 2025 16:16:47	272	591.40	XLON	00352058022TRLO1
03 September 2025 16:18:51	258	591.40	XLON	00352058159TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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