

9th 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:	8 th September 2025
Aggregate number of ordinary shares purchased:	145,574
Lowest price per share (pence):	607.20
Highest price per share (pence):	625.00
Weighted average price per day (pence):	614.5657

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 46,221,574 ordinary shares in treasury and has 1,265,253,747 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	614.5657	145,574	607.20	625.00

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
08 September 2025 08:01:08	64	621.20	XLON	00352394073TRLO1
08 September 2025 08:01:08	192	621.20	XLON	00352394074TRLO1
08 September 2025 08:01:08	252	620.80	XLON	00352394075TRLO1
08 September 2025 08:06:43	505	621.80	XLON	00352396569TRLO1
08 September 2025 08:06:43	503	621.80	XLON	00352396570TRLO1
08 September 2025 08:09:05	532	623.40	XLON	00352397338TRLO1
08 September 2025 08:12:29	541	624.20	XLON	00352398467TRLO1
08 September 2025 08:12:55	522	623.80	XLON	00352398583TRLO1
08 September 2025 08:14:46	514	623.40	XLON	00352399195TRLO1
08 September 2025 08:19:21	533	621.40	XLON	00352400703TRLO1
08 September 2025 08:26:58	745	624.80	XLON	00352402995TRLO1
08 September	60		XLON	00352403000TRLO1

2025 08:26:58	09	624.80	XLON	00352402995TRLO1
08 September 2025 08:28:00	529	624.60	XLON	00352403282TRLO1
08 September 2025 08:28:12	506	624.40	XLON	00352403364TRLO1
08 September 2025 08:28:13	506	624.20	XLON	00352403369TRLO1
08 September 2025 08:28:28	540	623.60	XLON	00352403438TRLO1
08 September 2025 08:28:28	520	623.60	XLON	00352403439TRLO1
08 September 2025 08:28:44	260	623.40	XLON	00352403514TRLO1
08 September 2025 08:28:44	261	623.20	XLON	00352403515TRLO1
08 September 2025 08:33:10	256	623.80	XLON	00352404995TRLO1
08 September 2025 08:34:53	253	623.20	XLON	00352405567TRLO1
08 September 2025 08:40:50	500	624.80	XLON	00352407155TRLO1
08 September 2025 08:43:26	255	624.60	XLON	00352407865TRLO1
08 September 2025 08:44:30	256	624.60	XLON	00352408169TRLO1
08 September 2025 08:46:23	258	624.20	XLON	00352408638TRLO1
08 September 2025 08:46:23	258	624.20	XLON	00352408639TRLO1
08 September 2025 08:46:23	258	624.20	XLON	00352408640TRLO1
08 September 2025 08:46:23	11	624.00	XLON	00352408641TRLO1
08 September 2025 08:47:44	507	625.00	XLON	00352409007TRLO1
08 September 2025 08:48:40	93	624.60	XLON	00352409187TRLO1
08 September 2025 08:48:40	942	624.60	XLON	00352409188TRLO1
08 September 2025 08:52:45	258	624.40	XLON	00352410411TRLO1
08 September 2025 08:52:45	1,808	624.40	XLON	00352410412TRLO1
08 September 2025 08:52:45	1,556	624.40	XLON	00352410413TRLO1
08 September 2025 08:52:51	270	623.00	XLON	00352410443TRLO1
08 September 2025 08:53:35	529	622.40	XLON	00352410720TRLO1
08 September 2025 09:00:19	53	622.40	XLON	00352413363TRLO1
08 September 2025 09:00:19	713	622.40	XLON	00352413364TRLO1
08 September 2025 09:01:05	506	621.80	XLON	00352413561TRLO1
08 September 2025 09:05:29	268	621.40	XLON	00352415490TRLO1
08 September 2025 09:05:35	777	621.20	XLON	00352415518TRLO1
08 September 2025 09:13:08	766	620.40	XLON	00352418884TRLO1
08 September 2025 09:20:06	1,067	621.60	XLON	00352422314TRLO1
08 September 2025 09:20:23	746	621.00	XLON	00352422480TRLO1
08 September 2025 09:25:30	333	619.80	XLON	00352424856TRLO1

08 September 2025 09:25:30	194	619.80	XLON	00352424857TRLO1
08 September 2025 09:26:05	532	620.00	XLON	00352425083TRLO1
08 September 2025 09:31:28	778	619.80	XLON	00352427805TRLO1
08 September 2025 09:37:03	507	619.00	XLON	00352430781TRLO1
08 September 2025 09:37:03	253	619.00	XLON	00352430782TRLO1
08 September 2025 09:40:19	529	619.20	XLON	00352432505TRLO1
08 September 2025 09:43:03	510	619.00	XLON	00352433813TRLO1
08 September 2025 09:44:12	811	618.80	XLON	00352434293TRLO1
08 September 2025 09:49:17	1,321	618.20	XLON	00352436773TRLO1
08 September 2025 09:49:17	218	618.20	XLON	00352436774TRLO1
08 September 2025 09:50:31	1,065	618.00	XLON	00352437841TRLO1
08 September 2025 09:50:31	218	618.00	XLON	00352437842TRLO1
08 September 2025 09:55:35	789	616.00	XLON	00352440198TRLO1
08 September 2025 10:02:17	864	615.80	XLON	00352443343TRLO1
08 September 2025 10:02:17	169	615.80	XLON	00352443344TRLO1
08 September 2025 10:08:26	267	617.00	XLON	00352446552TRLO1
08 September 2025 10:08:26	535	617.00	XLON	00352446553TRLO1
08 September 2025 10:09:47	523	616.60	XLON	00352447211TRLO1
08 September 2025 10:09:51	518	616.20	XLON	00352447233TRLO1
08 September 2025 10:09:53	520	615.80	XLON	00352447251TRLO1
08 September 2025 10:10:02	537	615.40	XLON	00352447341TRLO1
08 September 2025 10:11:32	765	615.20	XLON	00352448089TRLO1
08 September 2025 10:17:51	1,039	614.40	XLON	00352450925TRLO1
08 September 2025 10:20:02	790	614.80	XLON	00352452468TRLO1
08 September 2025 10:23:02	496	615.00	XLON	00352454043TRLO1
08 September 2025 10:24:43	510	615.00	XLON	00352454979TRLO1
08 September 2025 10:32:18	776	615.00	XLON	00352459377TRLO1
08 September 2025 10:36:22	533	615.40	XLON	00352462425TRLO1
08 September 2025 10:36:22	6	615.40	XLON	00352462426TRLO1
08 September 2025 10:37:25	533	615.20	XLON	00352462968TRLO1
08 September 2025 10:37:25	6	615.20	XLON	00352462969TRLO1
08 September 2025 10:37:25	251	615.20	XLON	00352462970TRLO1
08 September 2025 10:38:09	792	615.20	XLON	00352463432TRLO1
08 September	754		XLON	00352470108TRLO1

2025 10:48:38		614.80		
08 September 2025 10:52:11	777	614.60	XLON	00352472202TRLO1
08 September 2025 10:56:10	1,055	615.00	XLON	00352474973TRLO1
08 September 2025 10:56:10	264	615.00	XLON	00352474974TRLO1
08 September 2025 10:56:46	989	614.60	XLON	00352475301TRLO1
08 September 2025 11:00:34	540	614.20	XLON	00352476213TRLO1
08 September 2025 11:00:34	537	614.40	XLON	00352476214TRLO1
08 September 2025 11:00:34	3	614.40	XLON	00352476215TRLO1
08 September 2025 11:01:27	515	614.00	XLON	00352476251TRLO1
08 September 2025 11:08:10	499	614.40	XLON	00352476458TRLO1
08 September 2025 11:13:01	759	614.20	XLON	00352476597TRLO1
08 September 2025 11:22:57	1,013	615.00	XLON	00352477103TRLO1
08 September 2025 11:23:31	1,087	614.80	XLON	00352477121TRLO1
08 September 2025 11:24:38	762	615.20	XLON	00352477177TRLO1
08 September 2025 11:29:33	1,059	615.20	XLON	00352477370TRLO1
08 September 2025 11:40:42	757	615.60	XLON	00352477888TRLO1
08 September 2025 11:40:42	253	615.60	XLON	00352477889TRLO1
08 September 2025 11:44:07	789	615.40	XLON	00352477932TRLO1
08 September 2025 11:53:38	1,245	615.40	XLON	00352478161TRLO1
08 September 2025 11:59:15	1,056	615.40	XLON	00352478272TRLO1
08 September 2025 12:02:57	1,054	616.60	XLON	00352478369TRLO1
08 September 2025 12:03:09	1,081	616.20	XLON	00352478370TRLO1
08 September 2025 12:10:13	768	616.60	XLON	00352478519TRLO1
08 September 2025 12:12:00	776	616.20	XLON	00352478549TRLO1
08 September 2025 12:12:00	258	616.20	XLON	00352478550TRLO1
08 September 2025 12:14:30	777	616.00	XLON	00352478685TRLO1
08 September 2025 12:17:41	512	615.60	XLON	00352478775TRLO1
08 September 2025 12:25:52	514	615.20	XLON	00352478958TRLO1
08 September 2025 12:35:13	1,065	615.20	XLON	00352479087TRLO1
08 September 2025 12:36:03	766	615.40	XLON	00352479099TRLO1
08 September 2025 12:36:03	255	615.40	XLON	00352479100TRLO1
08 September 2025 12:37:10	1,083	615.00	XLON	00352479134TRLO1
08 September 2025 12:45:18	1,009	616.20	XLON	00352479341TRLO1
08 September 2025 12:45:18	252	616.20	XLON	00352479342TRLO1

08 September 2025 12:46:23	1,086	616.00	XLON	00352479400TRLO1
08 September 2025 12:49:21	1,020	615.80	XLON	00352479469TRLO1
08 September 2025 12:54:45	1,221	616.00	XLON	00352479561TRLO1
08 September 2025 12:54:45	76	616.00	XLON	00352479562TRLO1
08 September 2025 12:54:45	260	616.00	XLON	00352479563TRLO1
08 September 2025 13:01:52	1,042	616.00	XLON	00352479719TRLO1
08 September 2025 13:10:07	170	616.20	XLON	00352479941TRLO1
08 September 2025 13:10:07	1,146	616.20	XLON	00352479942TRLO1
08 September 2025 13:18:12	485	617.20	XLON	00352480073TRLO1
08 September 2025 13:22:50	808	617.40	XLON	00352480152TRLO1
08 September 2025 13:24:54	785	617.40	XLON	00352480232TRLO1
08 September 2025 13:26:52	561	617.40	XLON	00352480293TRLO1
08 September 2025 13:26:52	443	617.40	XLON	00352480294TRLO1
08 September 2025 13:27:13	1,087	617.00	XLON	00352480302TRLO1
08 September 2025 13:28:12	785	616.80	XLON	00352480318TRLO1
08 September 2025 13:34:21	271	615.60	XLON	00352480438TRLO1
08 September 2025 13:36:32	531	616.40	XLON	00352480498TRLO1
08 September 2025 13:42:42	780	616.20	XLON	00352480645TRLO1
08 September 2025 13:44:31	337	615.60	XLON	00352480673TRLO1
08 September 2025 13:44:31	187	615.60	XLON	00352480674TRLO1
08 September 2025 13:45:29	257	614.60	XLON	00352480693TRLO1
08 September 2025 13:45:29	257	614.60	XLON	00352480694TRLO1
08 September 2025 13:45:42	262	614.40	XLON	00352480697TRLO1
08 September 2025 13:45:50	526	614.20	XLON	00352480699TRLO1
08 September 2025 13:49:42	252	614.40	XLON	00352480824TRLO1
08 September 2025 13:56:36	503	614.40	XLON	00352480961TRLO1
08 September 2025 13:56:36	251	614.40	XLON	00352480962TRLO1
08 September 2025 13:56:36	252	614.40	XLON	00352480963TRLO1
08 September 2025 13:56:36	251	614.40	XLON	00352480964TRLO1
08 September 2025 13:57:52	809	614.40	XLON	00352480980TRLO1
08 September 2025 14:00:07	798	614.40	XLON	00352481020TRLO1
08 September 2025 14:00:07	1	614.40	XLON	00352481021TRLO1
08 September 2025 14:03:21	771	614.20	XLON	00352481109TRLO1
08 September 2025 14:16:58	806	615.00	XLON	00352481462TRLO1

2025 14:13:52		615.00		
08 September 2025 14:15:02	539	615.00	XLON	00352481495TRLO1
08 September 2025 14:15:02	269	615.00	XLON	00352481496TRLO1
08 September 2025 14:20:28	761	615.40	XLON	00352481756TRLO1
08 September 2025 14:21:43	527	615.20	XLON	00352481850TRLO1
08 September 2025 14:21:43	263	615.20	XLON	00352481851TRLO1
08 September 2025 14:22:52	520	614.60	XLON	00352481889TRLO1
08 September 2025 14:23:12	504	613.60	XLON	00352481902TRLO1
08 September 2025 14:26:42	525	613.40	XLON	00352482037TRLO1
08 September 2025 14:27:55	517	613.20	XLON	00352482096TRLO1
08 September 2025 14:28:17	252	613.00	XLON	00352482113TRLO1
08 September 2025 14:29:15	1	612.60	XLON	00352482154TRLO1
08 September 2025 14:29:15	505	612.60	XLON	00352482155TRLO1
08 September 2025 14:30:07	503	612.40	XLON	00352482245TRLO1
08 September 2025 14:32:36	563	612.20	XLON	00352482388TRLO1
08 September 2025 14:32:36	249	612.20	XLON	00352482389TRLO1
08 September 2025 14:33:39	508	612.00	XLON	00352482448TRLO1
08 September 2025 14:35:04	541	611.80	XLON	00352482550TRLO1
08 September 2025 14:36:50	754	611.80	XLON	00352482681TRLO1
08 September 2025 14:36:50	794	611.40	XLON	00352482682TRLO1
08 September 2025 14:37:28	747	609.40	XLON	00352482700TRLO1
08 September 2025 14:38:25	800	609.40	XLON	00352482737TRLO1
08 September 2025 14:38:48	666	610.20	XLON	00352482747TRLO1
08 September 2025 14:38:48	133	610.20	XLON	00352482748TRLO1
08 September 2025 14:40:54	648	610.60	XLON	00352482846TRLO1
08 September 2025 14:40:54	155	610.60	XLON	00352482847TRLO1
08 September 2025 14:40:55	232	610.60	XLON	00352482848TRLO1
08 September 2025 14:40:55	537	610.60	XLON	00352482849TRLO1
08 September 2025 14:40:55	507	610.40	XLON	00352482850TRLO1
08 September 2025 14:43:20	513	611.00	XLON	00352483014TRLO1
08 September 2025 14:43:20	260	610.60	XLON	00352483015TRLO1
08 September 2025 14:43:20	268	610.60	XLON	00352483016TRLO1
08 September 2025 14:43:41	299	610.20	XLON	00352483024TRLO1
08 September 2025 14:43:41	235	610.20	XLON	00352483025TRLO1

08 September 2025 14:43:41	506	610.00	XLON	00352483027TRLO1
08 September 2025 14:44:41	508	610.20	XLON	00352483135TRLO1
08 September 2025 14:46:26	779	610.40	XLON	00352483271TRLO1
08 September 2025 14:46:51	744	610.00	XLON	00352483311TRLO1
08 September 2025 14:47:48	780	609.80	XLON	00352483349TRLO1
08 September 2025 14:49:50	780	609.80	XLON	00352483447TRLO1
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08 September 2025 14:51:53	742	608.40	XLON	00352483561TRLO1
08 September 2025 14:53:07	503	607.80	XLON	00352483651TRLO1
08 September 2025 14:55:26	270	607.20	XLON	00352483766TRLO1
08 September 2025 14:57:07	248	608.40	XLON	00352483861TRLO1
08 September 2025 14:57:18	267	608.20	XLON	00352483870TRLO1
08 September 2025 14:57:57	507	608.00	XLON	00352483899TRLO1
08 September 2025 14:58:30	503	607.80	XLON	00352483934TRLO1
08 September 2025 15:01:43	781	609.20	XLON	00352484110TRLO1
08 September 2025 15:03:59	523	609.80	XLON	00352484246TRLO1
08 September 2025 15:06:36	752	609.60	XLON	00352484385TRLO1
08 September 2025 15:06:36	250	609.60	XLON	00352484386TRLO1
08 September 2025 15:06:48	204	610.40	XLON	00352484402TRLO1
08 September 2025 15:06:48	582	610.40	XLON	00352484403TRLO1
08 September 2025 15:06:48	742	610.20	XLON	00352484404TRLO1
08 September 2025 15:07:40	811	609.80	XLON	00352484449TRLO1
08 September 2025 15:09:06	807	609.40	XLON	00352484505TRLO1
08 September 2025 15:09:29	773	609.20	XLON	00352484558TRLO1
08 September 2025 15:12:01	500	609.00	XLON	00352484684TRLO1
08 September 2025 15:12:01	249	609.00	XLON	00352484685TRLO1
08 September 2025 15:12:10	504	608.80	XLON	00352484693TRLO1
08 September 2025 15:12:10	251	608.80	XLON	00352484694TRLO1
08 September 2025 15:13:10	804	608.20	XLON	00352484754TRLO1
08 September 2025 15:13:26	343	608.00	XLON	00352484793TRLO1
08 September 2025 15:13:26	186	608.00	XLON	00352484794TRLO1
08 September 2025 15:16:54	521	608.00	XLON	00352485053TRLO1
08 September 2025 15:17:36	519	607.80	XLON	00352485071TRLO1
08 September 2025 15:17:36	259	607.80	XLON	00352485072TRLO1

2025 15:17:30		607.60		
08 September 2025 15:19:03	1,055	608.00	XLON	00352485142TRLO1
08 September 2025 15:20:30	1,021	608.60	XLON	00352485214TRLO1
08 September 2025 15:23:00	1,049	608.20	XLON	00352485326TRLO1
08 September 2025 15:27:52	1,005	608.60	XLON	00352485559TRLO1
08 September 2025 15:27:52	537	608.40	XLON	00352485560TRLO1
08 September 2025 15:28:01	756	608.40	XLON	00352485570TRLO1
08 September 2025 15:28:01	252	608.40	XLON	00352485571TRLO1
08 September 2025 15:29:51	1,073	608.60	XLON	00352485631TRLO1
08 September 2025 15:30:49	1,022	608.40	XLON	00352485691TRLO1
08 September 2025 15:32:29	990	608.60	XLON	00352485775TRLO1
08 September 2025 15:33:27	776	608.00	XLON	00352485865TRLO1
08 September 2025 15:36:33	131	608.40	XLON	00352486028TRLO1
08 September 2025 15:36:33	626	608.40	XLON	00352486029TRLO1
08 September 2025 15:38:36	1,028	608.40	XLON	00352486136TRLO1
08 September 2025 15:42:36	66	607.60	XLON	00352486269TRLO1
08 September 2025 15:42:36	1,030	607.60	XLON	00352486270TRLO1
08 September 2025 15:42:36	192	607.60	XLON	00352486271TRLO1
08 September 2025 15:44:51	1,320	607.80	XLON	00352486346TRLO1
08 September 2025 15:48:34	1,095	609.60	XLON	00352486447TRLO1
08 September 2025 15:48:34	405	609.60	XLON	00352486448TRLO1
08 September 2025 15:50:05	775	610.00	XLON	00352486555TRLO1
08 September 2025 15:54:39	768	611.00	XLON	00352486722TRLO1
08 September 2025 15:54:39	425	611.20	XLON	00352486723TRLO1
08 September 2025 15:57:53	2	612.20	XLON	00352486856TRLO1
08 September 2025 15:57:53	1,271	612.20	XLON	00352486857TRLO1
08 September 2025 15:58:55	748	612.00	XLON	00352486899TRLO1
08 September 2025 15:58:55	249	612.00	XLON	00352486900TRLO1
08 September 2025 15:59:51	504	611.80	XLON	00352486969TRLO1
08 September 2025 15:59:51	252	611.80	XLON	00352486970TRLO1
08 September 2025 15:59:51	251	611.80	XLON	00352486971TRLO1
08 September 2025 16:01:00	249	611.20	XLON	00352487131TRLO1
08 September 2025 16:06:09	807	611.40	XLON	00352487413TRLO1
08 September 2025 16:07:51	498	611.40	XLON	00352487470TRLO1

08 September 2025 16:07:51	248	611.40	XLON	00352487471TRLO1
08 September 2025 16:08:53	516	611.60	XLON	00352487519TRLO1
08 September 2025 16:08:53	258	611.60	XLON	00352487520TRLO1
08 September 2025 16:12:59	790	612.20	XLON	00352487746TRLO1
08 September 2025 16:14:55	783	612.00	XLON	00352487910TRLO1
08 September 2025 16:14:55	261	612.00	XLON	00352487911TRLO1
08 September 2025 16:15:32	530	612.00	XLON	00352488004TRLO1
08 September 2025 16:15:33	272	611.80	XLON	00352488005TRLO1
08 September 2025 16:17:07	103	612.00	XLON	00352488069TRLO1
08 September 2025 16:17:07	59	612.00	XLON	00352488070TRLO1
08 September 2025 16:17:25	495	612.20	XLON	00352488089TRLO1
08 September 2025 16:17:31	497	612.60	XLON	00352488101TRLO1
08 September 2025 16:17:39	254	612.40	XLON	00352488105TRLO1
08 September 2025 16:17:51	500	612.40	XLON	00352488110TRLO1
08 September 2025 16:18:22	442	612.60	XLON	00352488152TRLO1
08 September 2025 16:18:25	255	612.40	XLON	00352488156TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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