

18th 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:	17 th September 2025
Aggregate number of ordinary shares purchased:	150,789
Lowest price per share (pence):	588.00
Highest price per share (pence):	595.60
Weighted average price per day (pence):	591.7266

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 47,277,204 ordinary shares in treasury and has 1,264,198,117 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	591.7266	150,789	588.00	595.60

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
17 September 2025 08:00:29	267	593.40	XLON	00353559832TRLO1
17 September 2025 08:02:35	323	593.00	XLON	00353560766TRLO1
17 September 2025 08:02:35	188	593.00	XLON	00353560767TRLO1
17 September 2025 08:03:24	536	592.60	XLON	00353561088TRLO1
17 September 2025 08:07:07	535	591.80	XLON	00353562674TRLO1
17 September 2025 08:09:43	550	591.40	XLON	00353563603TRLO1
17 September 2025 08:09:43	514	590.80	XLON	00353563604TRLO1
17 September 2025 08:10:33	531	591.80	XLON	00353563931TRLO1
17 September 2025 08:10:33	531	592.00	XLON	00353563932TRLO1
17 September 2025 08:10:40	268	591.80	XLON	00353564009TRLO1
17 September 2025 08:11:23	275	591.40	XLON	00353564232TRLO1
17 September	272		XLON	00353564704TRLO1

2025 08:12:50	213	591.40	XLON	003535047941TRLO1
17 September 2025 08:12:54	272	591.40	XLON	00353564841TRLO1
17 September 2025 08:13:21	271	591.40	XLON	00353564976TRLO1
17 September 2025 08:20:20	539	592.20	XLON	00353567483TRLO1
17 September 2025 08:22:30	505	592.00	XLON	00353568433TRLO1
17 September 2025 08:23:56	255	591.80	XLON	00353568830TRLO1
17 September 2025 08:30:00	270	592.40	XLON	00353570953TRLO1
17 September 2025 08:30:00	256	592.00	XLON	00353570955TRLO1
17 September 2025 08:30:05	271	591.60	XLON	00353570996TRLO1
17 September 2025 08:33:10	253	591.40	XLON	00353572052TRLO1
17 September 2025 08:36:45	256	591.00	XLON	00353573541TRLO1
17 September 2025 08:36:45	255	591.00	XLON	00353573542TRLO1
17 September 2025 08:38:56	10	591.20	XLON	00353574382TRLO1
17 September 2025 08:38:56	2	591.20	XLON	00353574383TRLO1
17 September 2025 08:40:45	545	591.00	XLON	00353575027TRLO1
17 September 2025 08:40:45	514	590.80	XLON	00353575028TRLO1
17 September 2025 08:41:19	212	590.60	XLON	00353575244TRLO1
17 September 2025 08:41:19	303	590.60	XLON	00353575245TRLO1
17 September 2025 08:42:23	67	591.20	XLON	00353575653TRLO1
17 September 2025 08:42:23	54	591.20	XLON	00353575654TRLO1
17 September 2025 08:42:44	517	591.00	XLON	00353575753TRLO1
17 September 2025 08:46:40	267	591.20	XLON	00353577144TRLO1
17 September 2025 08:46:40	267	591.20	XLON	00353577145TRLO1
17 September 2025 08:47:42	518	591.00	XLON	00353577514TRLO1
17 September 2025 08:48:50	531	591.00	XLON	00353578039TRLO1
17 September 2025 08:53:53	265	591.20	XLON	00353580238TRLO1
17 September 2025 08:53:53	10	591.40	XLON	00353580239TRLO1
17 September 2025 08:53:53	24	591.60	XLON	00353580240TRLO1
17 September 2025 08:53:53	265	591.60	XLON	00353580241TRLO1
17 September 2025 08:53:53	527	591.60	XLON	00353580242TRLO1
17 September 2025 08:53:53	267	591.60	XLON	00353580243TRLO1
17 September 2025 08:53:58	273	591.40	XLON	00353580291TRLO1
17 September 2025 08:54:17	273	591.20	XLON	00353580426TRLO1
17 September 2025 08:56:09	259	591.00	XLON	00353581238TRLO1

17 September 2025 08:56:44	257	591.00	XLON	00353581515TRLO1
17 September 2025 08:56:44	271	590.80	XLON	00353581517TRLO1
17 September 2025 09:02:09	264	590.80	XLON	00353584271TRLO1
17 September 2025 09:02:09	296	590.80	XLON	00353584272TRLO1
17 September 2025 09:02:09	285	590.80	XLON	00353584273TRLO1
17 September 2025 09:02:09	192	590.80	XLON	00353584274TRLO1
17 September 2025 09:02:33	256	590.60	XLON	00353584421TRLO1
17 September 2025 09:03:04	255	590.40	XLON	00353584609TRLO1
17 September 2025 09:03:15	255	590.20	XLON	00353584671TRLO1
17 September 2025 09:05:07	253	590.00	XLON	00353585409TRLO1
17 September 2025 09:05:07	252	590.00	XLON	00353585410TRLO1
17 September 2025 09:08:06	64	589.60	XLON	00353586785TRLO1
17 September 2025 09:08:06	34	589.60	XLON	00353586786TRLO1
17 September 2025 09:08:22	259	589.40	XLON	00353586954TRLO1
17 September 2025 09:12:15	67	589.20	XLON	00353589149TRLO1
17 September 2025 09:12:15	81	589.20	XLON	00353589150TRLO1
17 September 2025 09:12:15	533	589.40	XLON	00353589151TRLO1
17 September 2025 09:12:29	262	589.40	XLON	00353589224TRLO1
17 September 2025 09:14:40	275	589.20	XLON	00353590235TRLO1
17 September 2025 09:15:40	511	589.20	XLON	00353590874TRLO1
17 September 2025 09:15:54	261	589.00	XLON	00353590958TRLO1
17 September 2025 09:15:54	261	589.00	XLON	00353590959TRLO1
17 September 2025 09:18:55	60	589.00	XLON	00353592601TRLO1
17 September 2025 09:18:55	32	589.00	XLON	00353592602TRLO1
17 September 2025 09:19:19	11	589.00	XLON	00353592739TRLO1
17 September 2025 09:19:19	15	589.00	XLON	00353592740TRLO1
17 September 2025 09:19:30	255	588.60	XLON	00353592804TRLO1
17 September 2025 09:20:20	276	588.60	XLON	00353593165TRLO1
17 September 2025 09:21:39	273	588.60	XLON	00353593741TRLO1
17 September 2025 09:25:14	256	588.80	XLON	00353595237TRLO1
17 September 2025 09:25:57	260	588.80	XLON	00353595478TRLO1
17 September 2025 09:26:31	276	588.60	XLON	00353595693TRLO1
17 September 2025 09:26:36	270	588.40	XLON	00353595730TRLO1
17 September	783		XLON	00353595731TRLO1

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17 September 2025 09:29:00	279	588.80	XLON	00353596709TRLO1
17 September 2025 09:29:11	550	588.80	XLON	00353596802TRLO1
17 September 2025 09:32:05	83	589.00	XLON	00353597949TRLO1
17 September 2025 09:32:17	262	589.40	XLON	00353598026TRLO1
17 September 2025 09:32:17	17	589.40	XLON	00353598027TRLO1
17 September 2025 09:32:18	511	589.20	XLON	00353598036TRLO1
17 September 2025 09:32:22	239	589.20	XLON	00353598059TRLO1
17 September 2025 09:34:02	553	589.00	XLON	00353598857TRLO1
17 September 2025 09:37:22	273	589.60	XLON	00353600794TRLO1
17 September 2025 09:38:09	375	589.40	XLON	00353601263TRLO1
17 September 2025 09:41:37	277	589.60	XLON	00353603285TRLO1
17 September 2025 09:41:48	515	589.20	XLON	00353603392TRLO1
17 September 2025 09:42:18	534	589.00	XLON	00353603652TRLO1
17 September 2025 09:44:11	267	589.00	XLON	00353604741TRLO1
17 September 2025 09:44:32	263	588.80	XLON	00353604931TRLO1
17 September 2025 09:44:32	268	588.60	XLON	00353604932TRLO1
17 September 2025 09:49:02	536	588.80	XLON	00353606540TRLO1
17 September 2025 09:54:40	160	588.60	XLON	00353608372TRLO1
17 September 2025 09:57:59	6	589.20	XLON	00353610123TRLO1
17 September 2025 09:58:33	247	589.60	XLON	00353610472TRLO1
17 September 2025 09:58:33	265	589.60	XLON	00353610473TRLO1
17 September 2025 09:58:34	539	589.60	XLON	00353610503TRLO1
17 September 2025 09:58:34	505	589.40	XLON	00353610506TRLO1
17 September 2025 09:59:50	511	589.40	XLON	00353611268TRLO1
17 September 2025 10:00:00	269	589.20	XLON	00353611361TRLO1
17 September 2025 10:00:41	258	589.20	XLON	00353611661TRLO1
17 September 2025 10:00:50	253	589.20	XLON	00353611724TRLO1
17 September 2025 10:01:09	270	589.00	XLON	00353611890TRLO1
17 September 2025 10:01:12	272	588.80	XLON	00353611924TRLO1
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17 September 2025 10:06:38	264	588.80	XLON	00353613942TRLO1
17 September 2025 10:12:49	113	589.00	XLON	00353616254TRLO1
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17 September 2025 10:13:05	417	589.00	XLON	00353616380TRLO1
17 September 2025 10:13:05	89	589.00	XLON	00353616381TRLO1
17 September 2025 10:13:55	277	588.80	XLON	00353616735TRLO1
17 September 2025 10:14:15	533	588.40	XLON	00353616847TRLO1
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17 September 2025 10:24:21	54	588.80	XLON	00353620565TRLO1
17 September 2025 10:26:17	488	589.40	XLON	00353621972TRLO1
17 September 2025 10:26:17	254	589.40	XLON	00353621973TRLO1
17 September 2025 10:26:23	529	589.20	XLON	00353622011TRLO1
17 September 2025 10:26:23	421	589.20	XLON	00353622012TRLO1
17 September 2025 10:26:36	525	589.00	XLON	00353622103TRLO1
17 September 2025 10:33:40	150	590.00	XLON	00353626453TRLO1
17 September 2025 10:34:59	537	590.20	XLON	00353627425TRLO1
17 September 2025 10:35:00	558	590.20	XLON	00353627428TRLO1
17 September 2025 10:41:12	541	591.40	XLON	00353631638TRLO1
17 September 2025 10:41:27	531	591.00	XLON	00353631719TRLO1
17 September 2025 10:41:47	130	591.00	XLON	00353631930TRLO1
17 September 2025 10:41:47	558	591.00	XLON	00353631931TRLO1
17 September 2025 10:41:47	526	591.00	XLON	00353631932TRLO1
17 September 2025 10:42:01	511	591.00	XLON	00353632222TRLO1
17 September 2025 10:43:56	547	590.80	XLON	00353633664TRLO1
17 September 2025 10:47:39	522	591.00	XLON	00353635204TRLO1
17 September 2025 10:52:11	258	590.80	XLON	00353638151TRLO1
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17 September 2025 10:52:20	140	590.60	XLON	00353638207TRLO1
17 September 2025 10:52:20	241	590.60	XLON	00353638208TRLO1
17 September 2025 10:53:15	17	590.60	XLON	00353638498TRLO1
17 September 2025 10:53:15	113	590.60	XLON	00353638499TRLO1
17 September 2025 11:00:25	249	591.40	XLON	00353640876TRLO1
17 September 2025 11:00:54	9	591.60	XLON	00353640896TRLO1
17 September 2025 11:00:54	18	591.60	XLON	00353640897TRLO1
17 September 2025 11:00:54	5	591.60	XLON	00353640898TRLO1
17 September 2025 11:00:54	10	591.60	XLON	00353640899TRLO1
17 September 2025 11:00:54	32	591.60	XLON	00353640900TRLO1

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17 September 2025 11:02:00	81	591.80	XLON	00353640943TRLO1
17 September 2025 11:02:00	92	591.80	XLON	00353640944TRLO1
17 September 2025 11:02:39	255	591.80	XLON	00353640963TRLO1
17 September 2025 11:02:40	262	591.40	XLON	00353640964TRLO1
17 September 2025 11:03:36	253	591.20	XLON	00353641011TRLO1
17 September 2025 11:06:07	30	591.00	XLON	00353641085TRLO1
17 September 2025 11:06:07	489	591.00	XLON	00353641086TRLO1
17 September 2025 11:06:12	41	591.20	XLON	00353641087TRLO1
17 September 2025 11:06:12	558	591.20	XLON	00353641088TRLO1
17 September 2025 11:06:16	468	591.20	XLON	00353641089TRLO1
17 September 2025 11:07:19	46	591.40	XLON	00353641136TRLO1
17 September 2025 11:07:19	36	591.40	XLON	00353641137TRLO1
17 September 2025 11:07:22	261	591.20	XLON	00353641140TRLO1
17 September 2025 11:07:22	261	591.20	XLON	00353641141TRLO1
17 September 2025 11:07:48	112	591.00	XLON	00353641214TRLO1
17 September 2025 11:07:48	148	591.00	XLON	00353641215TRLO1
17 September 2025 11:11:36	261	591.20	XLON	00353641332TRLO1
17 September 2025 11:12:11	48	591.20	XLON	00353641347TRLO1
17 September 2025 11:12:11	37	591.20	XLON	00353641348TRLO1
17 September 2025 11:12:44	273	591.00	XLON	00353641356TRLO1
17 September 2025 11:13:04	272	591.00	XLON	00353641379TRLO1
17 September 2025 11:14:07	273	590.80	XLON	00353641484TRLO1
17 September 2025 11:14:07	267	590.60	XLON	00353641485TRLO1
17 September 2025 11:15:00	270	590.40	XLON	00353641532TRLO1
17 September 2025 11:18:27	47	590.80	XLON	00353641683TRLO1
17 September 2025 11:27:11	37	591.20	XLON	00353641919TRLO1
17 September 2025 11:30:29	277	591.00	XLON	00353642054TRLO1
17 September 2025 11:30:29	276	591.00	XLON	00353642055TRLO1
17 September 2025 11:30:29	184	591.00	XLON	00353642056TRLO1
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17 September 2025 11:30:51	245	590.80	XLON	00353642089TRLO1
17 September 2025 11:31:29	267	590.60	XLON	00353642104TRLO1
17 September 2025 11:32:48	256	590.60	XLON	00353642116TRLO1

17 September 2025 11:35:31	274	590.80	XLON	00353642181TRLO1
17 September 2025 11:37:11	51	590.80	XLON	00353642242TRLO1
17 September 2025 11:37:11	40	590.80	XLON	00353642243TRLO1
17 September 2025 11:39:27	264	591.00	XLON	00353642425TRLO1
17 September 2025 11:39:31	270	591.00	XLON	00353642427TRLO1
17 September 2025 11:40:00	262	590.80	XLON	00353642441TRLO1
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17 September 2025 11:55:44	74	591.00	XLON	00353642959TRLO1
17 September 2025 11:56:26	257	590.80	XLON	00353642968TRLO1
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17 September 2025 12:02:25	37	591.00	XLON	00353643104TRLO1
17 September 2025 12:02:25	13	591.00	XLON	00353643105TRLO1
17 September 2025 12:02:25	16	591.00	XLON	00353643106TRLO1
17 September 2025 12:02:25	228	591.00	XLON	00353643107TRLO1
17 September 2025 12:02:25	74	591.00	XLON	00353643108TRLO1
17 September 2025 12:03:48	271	590.80	XLON	00353643151TRLO1
17 September 2025 12:07:24	272	590.60	XLON	00353643323TRLO1
17 September 2025 12:07:24	558	590.80	XLON	00353643324TRLO1
17 September 2025 12:07:24	549	590.80	XLON	00353643325TRLO1
17 September 2025 12:12:19	33	591.00	XLON	00353643574TRLO1
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17 September 2025 12:12:49	269	590.80	XLON	00353643609TRLO1
17 September 2025 12:14:03	276	590.60	XLON	00353643680TRLO1
17 September 2025 12:14:03	275	590.60	XLON	00353643681TRLO1
17 September 2025 12:18:53	272	590.80	XLON	00353643779TRLO1
17 September 2025 12:22:16	49	591.00	XLON	00353643894TRLO1
17 September 2025 12:22:16	38	591.00	XLON	00353643895TRLO1
17 September 2025 12:27:13	48	591.00	XLON	00353644021TRLO1
17 September 2025 12:27:13	38	591.00	XLON	00353644022TRLO1

2025 12:27:13		591.00		
17 September 2025 12:30:33	87	591.20	XLON	00353644081TRLO1
17 September 2025 12:30:46	262	591.00	XLON	00353644086TRLO1
17 September 2025 12:30:46	558	591.00	XLON	00353644087TRLO1
17 September 2025 12:30:46	113	591.00	XLON	00353644088TRLO1
17 September 2025 12:30:46	549	591.00	XLON	00353644089TRLO1
17 September 2025 12:30:46	33	591.00	XLON	00353644090TRLO1
17 September 2025 12:30:46	265	590.80	XLON	00353644091TRLO1
17 September 2025 12:31:03	552	590.80	XLON	00353644104TRLO1
17 September 2025 12:31:03	558	590.80	XLON	00353644105TRLO1
17 September 2025 12:31:03	246	590.80	XLON	00353644106TRLO1
17 September 2025 12:31:03	533	590.60	XLON	00353644107TRLO1
17 September 2025 12:31:19	550	590.20	XLON	00353644109TRLO1
17 September 2025 12:31:25	267	590.20	XLON	00353644114TRLO1
17 September 2025 12:31:41	272	590.20	XLON	00353644119TRLO1
17 September 2025 12:32:02	19	590.20	XLON	00353644121TRLO1
17 September 2025 12:32:02	159	590.20	XLON	00353644122TRLO1
17 September 2025 12:32:02	95	590.20	XLON	00353644123TRLO1
17 September 2025 12:33:11	42	590.00	XLON	00353644129TRLO1
17 September 2025 12:33:14	547	590.00	XLON	00353644130TRLO1
17 September 2025 12:34:06	558	590.00	XLON	00353644157TRLO1
17 September 2025 12:34:34	783	589.80	XLON	00353644160TRLO1
17 September 2025 12:39:39	510	589.40	XLON	00353644432TRLO1
17 September 2025 12:46:56	527	590.00	XLON	00353644747TRLO1
17 September 2025 12:51:22	263	590.00	XLON	00353644997TRLO1
17 September 2025 12:51:23	260	589.80	XLON	00353644998TRLO1
17 September 2025 12:51:27	260	589.60	XLON	00353644999TRLO1
17 September 2025 12:51:56	39	589.60	XLON	00353645016TRLO1
17 September 2025 12:51:56	236	589.60	XLON	00353645017TRLO1
17 September 2025 12:51:56	30	589.60	XLON	00353645018TRLO1
17 September 2025 12:53:37	247	590.00	XLON	00353645117TRLO1
17 September 2025 12:54:49	33	590.00	XLON	00353645255TRLO1
17 September 2025 12:56:58	34	590.00	XLON	00353645348TRLO1
17 September 2025 13:01:46	10	590.60	XLON	00353645514TRLO1

17 September 2025 13:02:03	68	590.60	XLON	00353645534TRLO1
17 September 2025 13:05:39	516	590.40	XLON	00353645670TRLO1
17 September 2025 13:05:39	280	590.40	XLON	00353645671TRLO1
17 September 2025 13:09:17	546	590.60	XLON	00353645785TRLO1
17 September 2025 13:11:38	149	590.60	XLON	00353645850TRLO1
17 September 2025 13:12:54	261	590.60	XLON	00353645877TRLO1
17 September 2025 13:13:50	265	590.40	XLON	00353645892TRLO1
17 September 2025 13:21:39	10	591.00	XLON	00353646084TRLO1
17 September 2025 13:21:39	3	591.00	XLON	00353646085TRLO1
17 September 2025 13:22:04	512	591.00	XLON	00353646089TRLO1
17 September 2025 13:22:43	231	590.80	XLON	00353646102TRLO1
17 September 2025 13:24:16	779	591.20	XLON	00353646210TRLO1
17 September 2025 13:24:24	805	591.00	XLON	00353646211TRLO1
17 September 2025 13:24:24	766	591.00	XLON	00353646212TRLO1
17 September 2025 13:25:59	514	592.00	XLON	00353646256TRLO1
17 September 2025 13:26:10	511	591.60	XLON	00353646263TRLO1
17 September 2025 13:26:15	5	592.40	XLON	00353646264TRLO1
17 September 2025 13:27:59	268	592.40	XLON	00353646317TRLO1
17 September 2025 13:28:09	266	592.20	XLON	00353646328TRLO1
17 September 2025 13:28:09	268	592.00	XLON	00353646329TRLO1
17 September 2025 13:28:09	268	592.00	XLON	00353646330TRLO1
17 September 2025 13:28:09	268	592.00	XLON	00353646331TRLO1
17 September 2025 13:28:10	276	592.00	XLON	00353646332TRLO1
17 September 2025 13:28:10	257	592.00	XLON	00353646333TRLO1
17 September 2025 13:28:16	270	592.00	XLON	00353646339TRLO1
17 September 2025 13:28:16	261	592.00	XLON	00353646340TRLO1
17 September 2025 13:28:17	261	592.00	XLON	00353646341TRLO1
17 September 2025 13:28:17	273	592.00	XLON	00353646342TRLO1
17 September 2025 13:28:17	274	592.00	XLON	00353646343TRLO1
17 September 2025 13:28:18	275	592.00	XLON	00353646344TRLO1
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17 September 2025 13:29:58	1,354	591.60	XLON	00353646487TRLO1
17 September 2025 13:29:58	1,354	591.60	XLON	00353646488TRLO1
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17 September 2025 13:30:54	1,358	591.80	XLON	00353646527TRLO1
17 September 2025 13:30:54	1,358	591.80	XLON	00353646528TRLO1
17 September 2025 13:30:55	1,358	591.80	XLON	00353646529TRLO1
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17 September 2025 13:30:55	541	591.80	XLON	00353646531TRLO1
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17 September 2025 14:00:14	558	593.80	XLON	00353647828TRLO1
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17 September 2025 14:35:26	258	595.00	XLON	00353649230TRLO1
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17 September				

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17 September 2025 14:37:49	258	594.80	XLON	00353649330TRLO1
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17 September 2025 15:20:36	793	593.80	XLON	00353651689TRLO1
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17 September 2025 16:18:04	57	592.80	XLON	00353655265TRLO1
17 September 2025 16:18:33	516	592.80	XLON	00353655301TRLO1
17 September 2025 16:18:33	258	592.80	XLON	00353655302TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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