

2nd October 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:	1 st October 2025
Aggregate number of ordinary shares purchased:	146,287
Lowest price per share (pence):	603.40
Highest price per share (pence):	625.00
Weighted average price per day (pence):	616.7884

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 48,761,024 ordinary shares in treasury and has 1,262,714,297 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	616.7884	146,287	603.40	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
01 October 2025 08:00:28	268	606.80	XLON	00355407444TRLO1
01 October 2025 08:01:04	265	603.40	XLON	00355407679TRLO1
01 October 2025 08:01:06	276	603.40	XLON	00355407684TRLO1
01 October 2025 08:04:57	556	604.40	XLON	00355409011TRLO1
01 October 2025 08:07:40	551	604.20	XLON	00355409948TRLO1
01 October 2025 08:10:41	553	604.00	XLON	00355410842TRLO1
01 October 2025 08:13:57	259	604.40	XLON	00355411836TRLO1
01 October 2025 08:14:08	261	604.80	XLON	00355411888TRLO1
01 October 2025 08:14:08	271	604.40	XLON	00355411890TRLO1
01 October 2025 08:19:24	261	605.60	XLON	00355413515TRLO1
01 October 2025 08:19:26	37	605.80	XLON	00355413522TRLO1
01 October 2025	502		XLON	00355414171TRLO1

08:21:01	522	605.60	XLON	00355414171TRLO1
01 October 2025 08:21:11	261	605.60	XLON	00355414204TRLO1
01 October 2025 08:21:33	270	605.40	XLON	00355414313TRLO1
01 October 2025 08:21:45	262	605.60	XLON	00355414419TRLO1
01 October 2025 08:22:41	255	605.20	XLON	00355414658TRLO1
01 October 2025 08:22:41	254	605.20	XLON	00355414659TRLO1
01 October 2025 08:25:25	518	604.60	XLON	00355415439TRLO1
01 October 2025 08:25:45	539	604.60	XLON	00355415567TRLO1
01 October 2025 08:25:52	517	604.00	XLON	00355415608TRLO1
01 October 2025 08:25:52	54	604.00	XLON	00355415609TRLO1
01 October 2025 08:25:52	499	604.00	XLON	00355415610TRLO1
01 October 2025 08:25:55	557	604.00	XLON	00355415629TRLO1
01 October 2025 08:27:06	277	604.00	XLON	00355416077TRLO1
01 October 2025 08:27:31	189	604.40	XLON	00355416254TRLO1
01 October 2025 08:27:31	69	604.40	XLON	00355416255TRLO1
01 October 2025 08:34:32	267	606.20	XLON	00355418686TRLO1
01 October 2025 08:34:36	255	606.20	XLON	00355418721TRLO1
01 October 2025 08:35:01	264	606.00	XLON	00355418864TRLO1
01 October 2025 08:39:20	551	609.20	XLON	00355420715TRLO1
01 October 2025 08:40:35	537	609.00	XLON	00355421448TRLO1
01 October 2025 08:41:03	544	608.40	XLON	00355421660TRLO1
01 October 2025 08:59:25	263	611.80	XLON	00355430071TRLO1
01 October 2025 08:59:25	526	611.80	XLON	00355430072TRLO1
01 October 2025 08:59:25	281	611.80	XLON	00355430073TRLO1
01 October 2025 08:59:25	315	611.80	XLON	00355430074TRLO1
01 October 2025 08:59:25	64	611.80	XLON	00355430075TRLO1
01 October 2025 08:59:25	14	611.80	XLON	00355430076TRLO1
01 October 2025 08:59:25	814	611.60	XLON	00355430077TRLO1
01 October 2025 08:59:26	364	611.20	XLON	00355430080TRLO1
01 October 2025 08:59:26	450	611.20	XLON	00355430081TRLO1
01 October 2025 08:59:28	815	610.80	XLON	00355430089TRLO1
01 October 2025 08:59:29	528	610.60	XLON	00355430098TRLO1
01 October 2025 08:59:30	527	610.00	XLON	00355430110TRLO1
01 October 2025 08:59:31	556	609.80	XLON	00355430112TRLO1

01 October 2025 08:59:31	451	609.60	XLON	00355430118TRLO1
01 October 2025 08:59:32	519	610.00	XLON	00355430124TRLO1
01 October 2025 08:59:37	532	609.60	XLON	00355430153TRLO1
01 October 2025 08:59:41	258	609.20	XLON	00355430168TRLO1
01 October 2025 09:06:39	261	608.20	XLON	00355434448TRLO1
01 October 2025 09:08:26	279	607.80	XLON	00355435264TRLO1
01 October 2025 09:09:27	274	608.20	XLON	00355435722TRLO1
01 October 2025 09:09:28	210	608.00	XLON	00355435730TRLO1
01 October 2025 09:10:01	57	608.00	XLON	00355435944TRLO1
01 October 2025 09:10:01	210	608.00	XLON	00355435945TRLO1
01 October 2025 09:15:23	508	609.20	XLON	00355440053TRLO1
01 October 2025 09:15:45	519	609.00	XLON	00355440222TRLO1
01 October 2025 09:16:35	531	608.80	XLON	00355440534TRLO1
01 October 2025 09:17:33	266	608.60	XLON	00355441003TRLO1
01 October 2025 09:17:33	265	608.60	XLON	00355441004TRLO1
01 October 2025 09:19:45	530	608.80	XLON	00355442459TRLO1
01 October 2025 09:30:07	516	611.60	XLON	00355447852TRLO1
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01 October 2025 09:39:01	764	613.60	XLON	00355452849TRLO1
01 October 2025 09:39:01	52	613.60	XLON	00355452850TRLO1
01 October 2025 09:39:02	544	613.40	XLON	00355452859TRLO1
01 October 2025 09:39:03	544	613.20	XLON	00355452864TRLO1
01 October 2025 09:39:09	538	613.00	XLON	00355452946TRLO1
01 October 2025 09:40:06	533	612.80	XLON	00355453515TRLO1
01 October 2025 09:45:07	278	613.20	XLON	00355456559TRLO1
01 October 2025 09:48:40	273	613.40	XLON	00355458501TRLO1
01 October 2025 09:57:02	519	613.40	XLON	00355463352TRLO1
01 October 2025 09:59:10	523	612.60	XLON	00355464518TRLO1
01 October 2025 09:59:10	522	612.40	XLON	00355464519TRLO1
01 October 2025 09:59:10	522	612.20	XLON	00355464520TRLO1
01 October 2025 09:59:11	535	611.60	XLON	00355464531TRLO1
01 October 2025 09:59:11	514	611.40	XLON	00355464546TRLO1
01 October 2025	552		XLON	00355464549TRLO1

09:59:11	378	611.80	XLON	00355464573TRLO1
01 October 2025 09:59:15	378	610.60	XLON	00355464573TRLO1
01 October 2025 09:59:15	134	610.60	XLON	00355464574TRLO1
01 October 2025 09:59:19	536	609.80	XLON	00355464597TRLO1
01 October 2025 10:00:52	508	609.80	XLON	00355465556TRLO1
01 October 2025 10:07:54	270	610.60	XLON	00355470114TRLO1
01 October 2025 10:11:31	520	610.80	XLON	00355472227TRLO1
01 October 2025 10:11:31	260	610.80	XLON	00355472228TRLO1
01 October 2025 10:18:21	518	611.60	XLON	00355475884TRLO1
01 October 2025 10:19:50	182	611.80	XLON	00355476729TRLO1
01 October 2025 10:19:50	79	611.80	XLON	00355476730TRLO1
01 October 2025 10:19:56	269	611.60	XLON	00355476772TRLO1
01 October 2025 10:22:51	551	611.60	XLON	00355478280TRLO1
01 October 2025 10:22:52	548	611.20	XLON	00355478288TRLO1
01 October 2025 10:23:00	536	610.80	XLON	00355478377TRLO1
01 October 2025 10:23:00	520	610.60	XLON	00355478378TRLO1
01 October 2025 10:25:40	532	611.20	XLON	00355479933TRLO1
01 October 2025 10:29:38	816	611.00	XLON	00355482159TRLO1
01 October 2025 10:38:13	549	612.20	XLON	00355487722TRLO1
01 October 2025 10:38:52	534	612.00	XLON	00355488176TRLO1
01 October 2025 10:40:55	517	612.00	XLON	00355489497TRLO1
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01 October 2025 10:43:30	552	612.00	XLON	00355491446TRLO1
01 October 2025 10:47:05	542	612.00	XLON	00355495675TRLO1
01 October 2025 10:50:18	268	612.60	XLON	00355500380TRLO1
01 October 2025 10:52:03	514	612.20	XLON	00355502362TRLO1
01 October 2025 11:03:30	807	613.60	XLON	00355508522TRLO1
01 October 2025 11:05:09	525	613.00	XLON	00355508645TRLO1
01 October 2025 11:08:15	264	613.20	XLON	00355508862TRLO1
01 October 2025 11:11:40	511	613.40	XLON	00355509049TRLO1
01 October 2025 11:11:42	516	613.00	XLON	00355509052TRLO1
01 October 2025 11:11:44	549	613.00	XLON	00355509053TRLO1
01 October 2025 11:12:15	516	613.20	XLON	00355509073TRLO1

01 October 2025 11:12:56	527	613.00	XLON	00355509090TRLO1
01 October 2025 11:19:08	547	615.00	XLON	00355509423TRLO1
01 October 2025 11:19:56	508	615.00	XLON	00355509452TRLO1
01 October 2025 11:20:15	512	615.00	XLON	00355509472TRLO1
01 October 2025 11:20:24	508	614.60	XLON	00355509476TRLO1
01 October 2025 11:20:48	536	615.20	XLON	00355509502TRLO1
01 October 2025 11:21:04	159	615.00	XLON	00355509508TRLO1
01 October 2025 11:21:04	232	615.00	XLON	00355509509TRLO1
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01 October 2025 11:24:08	400	615.40	XLON	00355509664TRLO1
01 October 2025 11:24:11	572	615.00	XLON	00355509665TRLO1
01 October 2025 11:24:11	237	615.00	XLON	00355509666TRLO1
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01 October 2025 11:41:01	46	616.40	XLON	00355510473TRLO1
01 October 2025 11:41:16	553	616.20	XLON	00355510482TRLO1
01 October 2025 11:41:25	548	615.20	XLON	00355510487TRLO1
01 October 2025 11:41:25	527	615.60	XLON	00355510488TRLO1
01 October 2025 11:55:16	780	617.00	XLON	00355511003TRLO1
01 October 2025 11:55:30	524	617.20	XLON	00355511006TRLO1
01 October 2025 11:55:57	537	616.60	XLON	00355511020TRLO1
01 October 2025 11:56:15	520	616.00	XLON	00355511026TRLO1
01 October 2025 12:08:11	509	617.20	XLON	00355511344TRLO1
01 October 2025 12:22:23	765	619.20	XLON	00355511829TRLO1
01 October 2025 12:23:56	482	619.00	XLON	00355511863TRLO1
01 October 2025 12:23:56	298	619.00	XLON	00355511864TRLO1
01 October 2025 12:25:36	416	619.00	XLON	00355511910TRLO1
01 October 2025 12:28:23	126	619.20	XLON	00355512009TRLO1
01 October 2025 12:28:23	402	619.20	XLON	00355512010TRLO1
01 October 2025 12:31:05	534	619.00	XLON	00355512145TRLO1
01 October 2025 12:32:27	538	619.00	XLON	00355512184TRLO1
01 October 2025 12:33:50	254	619.20	XLON	00355512256TRLO1
01 October 2025 12:37:55	539	619.00	XLON	00355512458TRLO1

12:37:55		619.00		
01 October 2025 12:38:08	555	619.00	XLON	00355512462TRLO1
01 October 2025 12:39:03	549	618.80	XLON	00355512477TRLO1
01 October 2025 12:39:07	541	618.40	XLON	00355512481TRLO1
01 October 2025 12:39:07	536	618.20	XLON	00355512482TRLO1
01 October 2025 12:39:07	541	618.00	XLON	00355512483TRLO1
01 October 2025 12:39:09	541	617.40	XLON	00355512484TRLO1
01 October 2025 12:39:09	525	616.80	XLON	00355512485TRLO1
01 October 2025 12:39:10	538	616.60	XLON	00355512487TRLO1
01 October 2025 12:40:32	260	617.00	XLON	00355512525TRLO1
01 October 2025 12:42:56	526	616.60	XLON	00355512571TRLO1
01 October 2025 12:56:57	258	618.00	XLON	00355513095TRLO1
01 October 2025 12:57:35	270	617.80	XLON	00355513130TRLO1
01 October 2025 12:57:35	270	617.80	XLON	00355513131TRLO1
01 October 2025 13:05:38	633	617.80	XLON	00355513447TRLO1
01 October 2025 13:06:32	783	617.80	XLON	00355513485TRLO1
01 October 2025 13:07:01	787	617.80	XLON	00355513493TRLO1
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01 October 2025 13:15:57	261	617.60	XLON	00355513733TRLO1
01 October 2025 13:19:02	263	616.60	XLON	00355513888TRLO1
01 October 2025 13:19:02	263	616.60	XLON	00355513889TRLO1
01 October 2025 13:19:02	263	616.60	XLON	00355513890TRLO1
01 October 2025 13:22:38	543	616.40	XLON	00355513988TRLO1
01 October 2025 13:29:39	513	617.00	XLON	00355514246TRLO1
01 October 2025 13:31:19	543	617.20	XLON	00355514283TRLO1
01 October 2025 13:34:40	543	617.40	XLON	00355514367TRLO1
01 October 2025 13:39:37	776	618.00	XLON	00355514484TRLO1
01 October 2025 13:42:50	835	618.20	XLON	00355514546TRLO1
01 October 2025 13:44:57	550	618.00	XLON	00355514584TRLO1
01 October 2025 13:45:40	535	617.60	XLON	00355514604TRLO1
01 October 2025 13:49:21	264	617.40	XLON	00355514736TRLO1
01 October 2025 13:49:21	264	617.40	XLON	00355514737TRLO1
01 October 2025 13:49:21	264	617.40	XLON	00355514738TRLO1

01 October 2025 13:49:25	775	618.00	XLON	00355514739TRLO1
01 October 2025 13:55:27	827	619.00	XLON	00355514889TRLO1
01 October 2025 13:56:03	786	618.40	XLON	00355514899TRLO1
01 October 2025 13:58:43	521	618.40	XLON	00355514960TRLO1
01 October 2025 14:04:57	509	618.20	XLON	00355515142TRLO1
01 October 2025 14:07:39	538	617.60	XLON	00355515201TRLO1
01 October 2025 14:07:39	268	617.60	XLON	00355515202TRLO1
01 October 2025 14:07:53	768	617.40	XLON	00355515204TRLO1
01 October 2025 14:15:42	760	617.60	XLON	00355515429TRLO1
01 October 2025 14:15:42	253	617.60	XLON	00355515430TRLO1
01 October 2025 14:17:28	827	618.20	XLON	00355515514TRLO1
01 October 2025 14:17:28	276	618.20	XLON	00355515515TRLO1
01 October 2025 14:19:50	1,080	618.40	XLON	00355515609TRLO1
01 October 2025 14:20:11	760	618.20	XLON	00355515620TRLO1
01 October 2025 14:25:14	762	618.80	XLON	00355515771TRLO1
01 October 2025 14:25:14	62	618.80	XLON	00355515772TRLO1
01 October 2025 14:30:57	1,043	619.60	XLON	00355515988TRLO1
01 October 2025 14:32:00	266	619.60	XLON	00355516101TRLO1
01 October 2025 14:32:00	799	619.60	XLON	00355516102TRLO1
01 October 2025 14:35:10	1,082	619.60	XLON	00355516353TRLO1
01 October 2025 14:36:16	805	619.00	XLON	00355516422TRLO1
01 October 2025 14:41:57	1,074	619.80	XLON	00355516805TRLO1
01 October 2025 14:44:27	1,281	620.60	XLON	00355516938TRLO1
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01 October 2025 14:46:49	789	618.80	XLON	00355517082TRLO1
01 October 2025 14:47:52	798	619.20	XLON	00355517152TRLO1
01 October 2025 14:49:37	542	619.20	XLON	00355517246TRLO1
01 October 2025 14:49:45	541	619.00	XLON	00355517260TRLO1
01 October 2025 14:50:18	512	618.80	XLON	00355517284TRLO1
01 October 2025 14:50:55	13	618.60	XLON	00355517313TRLO1
01 October 2025 14:52:15	510	619.00	XLON	00355517424TRLO1
01 October 2025 14:54:20	384	618.40	XLON	00355517528TRLO1

14:04:39		619.40		
01 October 2025 14:54:39	389	619.40	XLON	00355517529TRLO1
01 October 2025 14:55:02	811	619.20	XLON	00355517544TRLO1
01 October 2025 14:55:05	780	618.80	XLON	00355517549TRLO1
01 October 2025 14:58:11	26	619.60	XLON	00355517740TRLO1
01 October 2025 14:58:54	813	619.40	XLON	00355517769TRLO1
01 October 2025 15:00:43	795	619.20	XLON	00355517910TRLO1
01 October 2025 15:02:47	588	618.80	XLON	00355518003TRLO1
01 October 2025 15:02:47	208	618.80	XLON	00355518004TRLO1
01 October 2025 15:03:52	545	619.20	XLON	00355518062TRLO1
01 October 2025 15:05:20	224	619.20	XLON	00355518116TRLO1
01 October 2025 15:05:20	547	619.20	XLON	00355518117TRLO1
01 October 2025 15:06:01	256	619.00	XLON	00355518165TRLO1
01 October 2025 15:06:01	521	619.00	XLON	00355518166TRLO1
01 October 2025 15:07:29	795	619.00	XLON	00355518214TRLO1
01 October 2025 15:11:22	800	619.80	XLON	00355518539TRLO1
01 October 2025 15:11:49	798	619.80	XLON	00355518558TRLO1
01 October 2025 15:14:46	500	621.00	XLON	00355518738TRLO1
01 October 2025 15:14:46	522	621.00	XLON	00355518739TRLO1
01 October 2025 15:17:46	1,023	621.00	XLON	00355518944TRLO1
01 October 2025 15:17:46	256	621.00	XLON	00355518945TRLO1
01 October 2025 15:18:42	211	621.20	XLON	00355519003TRLO1
01 October 2025 15:18:42	810	621.20	XLON	00355519004TRLO1
01 October 2025 15:22:07	1,048	623.00	XLON	00355519203TRLO1
01 October 2025 15:22:26	1,075	623.00	XLON	00355519234TRLO1
01 October 2025 15:26:26	799	623.60	XLON	00355519457TRLO1
01 October 2025 15:27:02	530	623.40	XLON	00355519478TRLO1
01 October 2025 15:27:02	264	623.40	XLON	00355519479TRLO1
01 October 2025 15:31:46	1,066	623.80	XLON	00355519829TRLO1
01 October 2025 15:31:47	806	623.40	XLON	00355519833TRLO1
01 October 2025 15:31:53	539	622.60	XLON	00355519836TRLO1
01 October 2025 15:33:02	172	623.80	XLON	00355519892TRLO1
01 October 2025 15:33:02	609	623.80	XLON	00355519893TRLO1
01 October 2025 15:33:08	799	623.60	XLON	00355519899TRLO1

01 October 2025 15:35:53	805	623.80	XLON	00355520031TRLO1
01 October 2025 15:37:03	98	623.80	XLON	00355520087TRLO1
01 October 2025 15:37:03	972	623.80	XLON	00355520088TRLO1
01 October 2025 15:38:20	1,099	624.60	XLON	00355520146TRLO1
01 October 2025 15:41:14	794	624.60	XLON	00355520289TRLO1
01 October 2025 15:41:14	763	624.40	XLON	00355520290TRLO1
01 October 2025 15:45:11	542	624.20	XLON	00355520536TRLO1
01 October 2025 15:45:49	548	624.00	XLON	00355520568TRLO1
01 October 2025 15:46:21	535	623.80	XLON	00355520594TRLO1
01 October 2025 15:48:30	516	622.60	XLON	00355520783TRLO1
01 October 2025 15:48:46	555	622.60	XLON	00355520792TRLO1
01 October 2025 15:49:54	507	622.40	XLON	00355520886TRLO1
01 October 2025 15:54:52	1,029	623.00	XLON	00355521154TRLO1
01 October 2025 15:55:29	862	623.40	XLON	00355521184TRLO1
01 October 2025 15:55:29	162	623.40	XLON	00355521185TRLO1
01 October 2025 15:55:29	776	623.60	XLON	00355521186TRLO1
01 October 2025 15:55:33	262	623.60	XLON	00355521188TRLO1
01 October 2025 15:55:36	276	623.20	XLON	00355521191TRLO1
01 October 2025 15:55:56	1,029	623.20	XLON	00355521218TRLO1
01 October 2025 15:56:32	259	623.20	XLON	00355521247TRLO1
01 October 2025 15:57:09	1,111	623.00	XLON	00355521279TRLO1
01 October 2025 15:57:22	1,101	622.40	XLON	00355521284TRLO1
01 October 2025 15:57:27	268	622.20	XLON	00355521286TRLO1
01 October 2025 15:57:48	776	621.80	XLON	00355521310TRLO1
01 October 2025 15:58:24	1,042	622.00	XLON	00355521345TRLO1
01 October 2025 15:59:15	1,649	622.20	XLON	00355521381TRLO1
01 October 2025 15:59:58	763	622.80	XLON	00355521417TRLO1
01 October 2025 16:01:00	801	623.20	XLON	00355521474TRLO1
01 October 2025 16:01:49	534	623.80	XLON	00355521518TRLO1
01 October 2025 16:04:23	1,073	623.80	XLON	00355521641TRLO1
01 October 2025 16:06:22	1,301	624.00	XLON	00355521731TRLO1
01 October 2025 16:06:22	8	624.00	XLON	00355521732TRLO1
01 October 2025 16:07:41	254	624.20	XLON	00355521801TRLO1
01 October 2025 16:09:19	272	624.40	XLON	00355521894TRLO1

TIME	QTY	PRICE	EXCH	TRFID
01 October 2025 16:11:11	265	623.40	XLON	00355521971TRLO1
01 October 2025 16:11:11	267	623.20	XLON	00355521972TRLO1
01 October 2025 16:12:24	788	624.00	XLON	00355522057TRLO1
01 October 2025 16:14:08	33	624.20	XLON	00355522351TRLO1
01 October 2025 16:14:08	19	624.20	XLON	00355522352TRLO1
01 October 2025 16:14:08	503	624.20	XLON	00355522353TRLO1
01 October 2025 16:15:32	541	625.00	XLON	00355522552TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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