

8th 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:	7 th October 2025
Aggregate number of ordinary shares purchased:	140,990
Lowest price per share (pence):	636.20
Highest price per share (pence):	646.80
Weighted average price per day (pence):	641.7083

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,233,118 ordinary shares in treasury and has 1,262,242,203 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	641.7083	140,990	636.20	646.80

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
07 October 2025 08:00:45	244	640.40	XLON	00355921688TRLO1
07 October 2025 08:03:03	513	637.60	XLON	00355922862TRLO1
07 October 2025 08:04:48	507	640.00	XLON	00355923922TRLO1
07 October 2025 08:04:48	507	639.80	XLON	00355923923TRLO1
07 October 2025 08:08:15	504	639.80	XLON	00355926199TRLO1
07 October 2025 08:11:14	519	641.80	XLON	00355927676TRLO1
07 October 2025 08:11:14	501	641.80	XLON	00355927678TRLO1
07 October 2025 08:11:56	501	641.80	XLON	00355928063TRLO1
07 October 2025 08:15:56	491	641.20	XLON	00355930169TRLO1
07 October 2025 08:17:55	521	640.60	XLON	00355930990TRLO1
07 October 2025 08:18:20	505	639.80	XLON	00355931217TRLO1
07 October 2025	503		XLON	00355931234TRLO1

08:18:21	503	639.40	XLON	00355931221TRLO1
07 October 2025 08:18:21	503	639.60	XLON	00355931222TRLO1
07 October 2025 08:18:38	255	639.60	XLON	00355931310TRLO1
07 October 2025 08:19:50	35	638.40	XLON	00355931833TRLO1
07 October 2025 08:20:06	234	638.40	XLON	00355931958TRLO1
07 October 2025 08:20:06	35	638.40	XLON	00355931959TRLO1
07 October 2025 08:20:47	254	637.40	XLON	00355932302TRLO1
07 October 2025 08:21:05	259	637.00	XLON	00355932437TRLO1
07 October 2025 08:23:35	268	637.20	XLON	00355933490TRLO1
07 October 2025 08:25:28	249	637.40	XLON	00355934258TRLO1
07 October 2025 08:28:44	498	639.00	XLON	00355936034TRLO1
07 October 2025 08:31:44	490	639.60	XLON	00355937358TRLO1
07 October 2025 08:36:14	251	639.60	XLON	00355939411TRLO1
07 October 2025 08:36:14	251	639.60	XLON	00355939412TRLO1
07 October 2025 08:37:00	266	639.60	XLON	00355939726TRLO1
07 October 2025 08:39:03	261	639.40	XLON	00355940706TRLO1
07 October 2025 08:39:03	1,000	639.40	XLON	00355940707TRLO1
07 October 2025 08:41:41	268	639.00	XLON	00355941765TRLO1
07 October 2025 08:41:49	588	638.60	XLON	00355941811TRLO1
07 October 2025 08:46:08	253	638.60	XLON	00355943660TRLO1
07 October 2025 08:46:08	253	638.60	XLON	00355943661TRLO1
07 October 2025 08:48:05	248	638.40	XLON	00355944511TRLO1
07 October 2025 08:48:05	255	638.40	XLON	00355944512TRLO1
07 October 2025 08:53:42	256	639.00	XLON	00355946960TRLO1
07 October 2025 08:54:08	75	638.80	XLON	00355947112TRLO1
07 October 2025 08:54:08	190	638.80	XLON	00355947113TRLO1
07 October 2025 08:56:44	490	638.80	XLON	00355948386TRLO1
07 October 2025 08:56:46	367	638.20	XLON	00355948395TRLO1
07 October 2025 08:56:46	155	638.40	XLON	00355948396TRLO1
07 October 2025 08:57:23	253	638.00	XLON	00355948654TRLO1
07 October 2025 08:57:23	254	638.00	XLON	00355948655TRLO1
07 October 2025 08:59:36	503	638.80	XLON	00355949672TRLO1
07 October 2025 09:00:10	493	638.60	XLON	00355949938TRLO1
07 October 2025 09:00:23	504	638.20	XLON	00355950020TRLO1

07 October 2025 09:00:33	255	637.00	XLON	00355950075TRLO1
07 October 2025 09:01:45	248	636.80	XLON	00355950689TRLO1
07 October 2025 09:01:58	261	636.40	XLON	00355950771TRLO1
07 October 2025 09:05:50	262	636.60	XLON	00355952787TRLO1
07 October 2025 09:10:45	264	636.60	XLON	00355956419TRLO1
07 October 2025 09:10:45	262	636.40	XLON	00355956421TRLO1
07 October 2025 09:12:17	261	636.40	XLON	00355957841TRLO1
07 October 2025 09:13:28	267	636.20	XLON	00355958368TRLO1
07 October 2025 09:20:15	247	636.60	XLON	00355962060TRLO1
07 October 2025 09:20:39	433	636.60	XLON	00355962246TRLO1
07 October 2025 09:21:45	510	636.80	XLON	00355962965TRLO1
07 October 2025 09:24:53	264	637.20	XLON	00355965146TRLO1
07 October 2025 09:24:53	263	637.20	XLON	00355965147TRLO1
07 October 2025 09:35:32	255	637.60	XLON	00355971165TRLO1
07 October 2025 09:35:32	255	637.60	XLON	00355971166TRLO1
07 October 2025 09:35:35	496	637.40	XLON	00355971220TRLO1
07 October 2025 09:37:48	95	637.80	XLON	00355972246TRLO1
07 October 2025 09:39:01	256	638.00	XLON	00355972816TRLO1
07 October 2025 09:40:30	264	638.00	XLON	00355973486TRLO1
07 October 2025 09:43:47	519	638.80	XLON	00355975242TRLO1
07 October 2025 09:43:47	57	638.80	XLON	00355975243TRLO1
07 October 2025 09:43:47	573	638.80	XLON	00355975244TRLO1
07 October 2025 09:43:49	86	638.80	XLON	00355975257TRLO1
07 October 2025 09:43:56	519	638.80	XLON	00355975293TRLO1
07 October 2025 09:43:57	145	638.80	XLON	00355975315TRLO1
07 October 2025 09:44:10	358	638.80	XLON	00355975432TRLO1
07 October 2025 09:45:09	122	638.80	XLON	00355976045TRLO1
07 October 2025 09:49:18	532	639.40	XLON	00355977960TRLO1
07 October 2025 09:49:18	359	639.40	XLON	00355977961TRLO1
07 October 2025 09:49:22	371	639.40	XLON	00355977977TRLO1
07 October 2025 09:49:27	237	639.20	XLON	00355977998TRLO1
07 October 2025 09:49:27	8	639.20	XLON	00355977999TRLO1
07 October 2025 09:49:35	519	639.20	XLON	00355978503TRLO1
07 October 2025	81		XLON	00355978504TRLO1

09:49:35		639.20		
07 October 2025 09:49:38	268	638.60	XLON	00355978514TRLO1
07 October 2025 09:50:55	259	638.20	XLON	00355979688TRLO1
07 October 2025 09:50:55	258	638.20	XLON	00355979689TRLO1
07 October 2025 09:52:28	509	638.20	XLON	00355980423TRLO1
07 October 2025 09:55:55	260	638.60	XLON	00355982244TRLO1
07 October 2025 09:56:06	257	638.60	XLON	00355982356TRLO1
07 October 2025 09:56:24	253	639.20	XLON	00355982512TRLO1
07 October 2025 09:57:08	268	639.20	XLON	00355982822TRLO1
07 October 2025 10:00:24	266	639.40	XLON	00355984468TRLO1
07 October 2025 10:01:20	257	639.20	XLON	00355985268TRLO1
07 October 2025 10:03:01	19	639.00	XLON	00355987844TRLO1
07 October 2025 10:03:01	240	639.00	XLON	00355987845TRLO1
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07 October 2025 10:03:36	490	638.40	XLON	00355988159TRLO1
07 October 2025 10:03:37	245	638.20	XLON	00355988166TRLO1
07 October 2025 10:03:37	252	638.00	XLON	00355988167TRLO1
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07 October 2025 10:09:33	252	638.20	XLON	00355998111TRLO1
07 October 2025 10:14:10	265	638.40	XLON	00356001171TRLO1
07 October 2025 10:24:26	246	638.20	XLON	00356007887TRLO1
07 October 2025 10:24:26	246	638.20	XLON	00356007888TRLO1
07 October 2025 10:24:26	246	638.20	XLON	00356007889TRLO1
07 October 2025 10:40:45	506	639.60	XLON	00356017167TRLO1
07 October 2025 10:41:48	531	639.40	XLON	00356017693TRLO1
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07 October 2025 10:42:59	535	639.20	XLON	00356018175TRLO1
07 October 2025 10:45:09	258	639.20	XLON	00356019125TRLO1
07 October 2025 10:45:09	258	639.20	XLON	00356019126TRLO1
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07 October 2025 10:52:48	261	639.20	XLON	00356023860TRLO1
07 October 2025 10:52:48	261	639.20	XLON	00356023861TRLO1
07 October 2025 10:52:48	261	639.20	XLON	00356023862TRLO1
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07 October 2025 11:01:22	496	639.60	XLON	00356030867TRLO1
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07 October 2025 11:21:28	791	642.00	XLON	00356037290TRLO1
07 October 2025 11:22:04	96	642.20	XLON	00356037302TRLO1
07 October 2025 11:22:10	338	642.20	XLON	00356037303TRLO1
07 October 2025 11:24:55	520	642.00	XLON	00356037368TRLO1
07 October 2025 11:24:55	259	642.00	XLON	00356037369TRLO1
07 October 2025 11:24:55	850	641.80	XLON	00356037370TRLO1
07 October 2025 11:24:55	162	641.80	XLON	00356037371TRLO1
07 October 2025 11:24:55	758	641.60	XLON	00356037372TRLO1
07 October 2025 11:25:43	519	641.40	XLON	00356037406TRLO1
07 October 2025 11:26:53	251	641.40	XLON	00356037461TRLO1
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07 October 2025 11:40:25	256	641.00	XLON	00356038120TRLO1
07 October 2025 11:47:17	762	641.20	XLON	00356038415TRLO1
07 October 2025 11:47:17	738	641.00	XLON	00356038416TRLO1
07 October 2025 11:48:19	761	640.80	XLON	00356038502TRLO1
07 October 2025 11:49:06	523	640.60	XLON	00356038527TRLO1
07 October 2025 11:49:51	525	640.40	XLON	00356038573TRLO1

11:49:54		640.40		
07 October 2025 11:51:55	517	641.20	XLON	00356038650TRLO1
07 October 2025 11:52:25	518	641.40	XLON	00356038687TRLO1
07 October 2025 11:52:39	498	641.40	XLON	00356038699TRLO1
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07 October 2025 11:56:39	262	641.40	XLON	00356038904TRLO1
07 October 2025 11:56:39	497	641.40	XLON	00356038905TRLO1
07 October 2025 11:57:16	139	641.20	XLON	00356038942TRLO1
07 October 2025 11:57:16	396	641.20	XLON	00356038943TRLO1
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07 October 2025 12:05:49	528	641.00	XLON	00356039306TRLO1
07 October 2025 12:06:55	527	641.80	XLON	00356039328TRLO1
07 October 2025 12:07:59	497	642.40	XLON	00356039348TRLO1
07 October 2025 12:14:50	786	642.40	XLON	00356039525TRLO1
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07 October 2025 12:15:54	287	642.40	XLON	00356039548TRLO1
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07 October 2025 12:15:58	498	642.20	XLON	00356039552TRLO1
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07 October 2025 12:16:04	521	642.20	XLON	00356039561TRLO1
07 October 2025 12:17:09	535	642.00	XLON	00356039576TRLO1
07 October 2025 12:23:47	738	642.20	XLON	00356039757TRLO1
07 October 2025 12:28:36	517	642.00	XLON	00356039900TRLO1
07 October 2025 12:30:27	526	642.00	XLON	00356039945TRLO1
07 October 2025 12:33:17	530	641.80	XLON	00356040063TRLO1
07 October 2025 12:39:46	260	642.80	XLON	00356040281TRLO1
07 October 2025 12:39:51	260	642.60	XLON	00356040283TRLO1
07 October 2025 12:42:41	264	642.60	XLON	00356040385TRLO1
07 October 2025 12:42:41	264	642.60	XLON	00356040386TRLO1

07 October 2025 12:54:14	256	643.00	XLON	00356040755TRLO1
07 October 2025 13:05:10	264	643.20	XLON	00356041193TRLO1
07 October 2025 13:05:10	263	643.20	XLON	00356041194TRLO1
07 October 2025 13:06:17	516	643.40	XLON	00356041242TRLO1
07 October 2025 13:08:25	767	643.80	XLON	00356041306TRLO1
07 October 2025 13:08:36	776	643.60	XLON	00356041310TRLO1
07 October 2025 13:13:11	755	643.80	XLON	00356041517TRLO1
07 October 2025 13:18:31	500	643.80	XLON	00356041710TRLO1
07 October 2025 13:26:17	258	643.80	XLON	00356041910TRLO1
07 October 2025 13:26:17	258	643.80	XLON	00356041911TRLO1
07 October 2025 13:26:17	257	643.80	XLON	00356041912TRLO1
07 October 2025 13:26:18	795	643.80	XLON	00356041913TRLO1
07 October 2025 13:26:35	527	643.80	XLON	00356041927TRLO1
07 October 2025 13:30:26	506	643.80	XLON	00356042112TRLO1
07 October 2025 13:30:32	758	643.80	XLON	00356042120TRLO1
07 October 2025 13:31:34	536	644.00	XLON	00356042199TRLO1
07 October 2025 13:31:34	268	644.00	XLON	00356042200TRLO1
07 October 2025 13:33:41	257	643.80	XLON	00356042312TRLO1
07 October 2025 13:33:41	514	643.80	XLON	00356042313TRLO1
07 October 2025 13:33:41	741	643.60	XLON	00356042314TRLO1
07 October 2025 13:34:23	523	642.80	XLON	00356042345TRLO1
07 October 2025 13:39:14	249	643.20	XLON	00356042504TRLO1
07 October 2025 13:39:14	249	643.20	XLON	00356042505TRLO1
07 October 2025 13:39:29	253	643.00	XLON	00356042508TRLO1
07 October 2025 13:39:45	256	643.00	XLON	00356042516TRLO1
07 October 2025 13:41:32	21	643.00	XLON	00356042578TRLO1
07 October 2025 13:47:27	498	643.40	XLON	00356042807TRLO1
07 October 2025 13:47:27	21	643.20	XLON	00356042808TRLO1
07 October 2025 13:47:27	228	643.20	XLON	00356042809TRLO1
07 October 2025 13:47:27	249	643.20	XLON	00356042810TRLO1
07 October 2025 13:52:05	771	643.40	XLON	00356042916TRLO1
07 October 2025 13:53:11	769	643.20	XLON	00356042964TRLO1
07 October 2025 13:53:13	743	643.00	XLON	00356042966TRLO1
07 October 2025 13:56:12	267	643.80	XLON	00356043032TRLO1

13:00:12		043.00		
07 October 2025 13:56:38	524	643.80	XLON	00356043079TRLO1
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07 October 2025 13:57:34	750	643.80	XLON	00356043095TRLO1
07 October 2025 14:00:45	502	644.20	XLON	00356043280TRLO1
07 October 2025 14:00:45	13	644.20	XLON	00356043281TRLO1
07 October 2025 14:02:27	497	644.80	XLON	00356043467TRLO1
07 October 2025 14:02:35	513	644.60	XLON	00356043478TRLO1
07 October 2025 14:06:16	501	644.80	XLON	00356043608TRLO1
07 October 2025 14:08:40	249	644.80	XLON	00356043846TRLO1
07 October 2025 14:11:14	254	644.80	XLON	00356043944TRLO1
07 October 2025 14:16:07	493	645.00	XLON	00356044085TRLO1
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07 October 2025 14:21:50	880	645.00	XLON	00356044282TRLO1
07 October 2025 14:23:48	503	644.80	XLON	00356044347TRLO1
07 October 2025 14:26:00	527	644.60	XLON	00356044423TRLO1
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07 October 2025 14:32:42	686	645.00	XLON	00356044650TRLO1
07 October 2025 14:32:42	54	645.00	XLON	00356044651TRLO1
07 October 2025 14:33:15	745	644.80	XLON	00356044676TRLO1
07 October 2025 14:33:31	496	645.20	XLON	00356044693TRLO1
07 October 2025 14:35:32	733	646.00	XLON	00356044772TRLO1
07 October 2025 14:36:11	499	645.80	XLON	00356044816TRLO1
07 October 2025 14:36:11	250	645.80	XLON	00356044817TRLO1
07 October 2025 14:36:11	489	645.60	XLON	00356044818TRLO1
07 October 2025 14:37:14	246	645.40	XLON	00356044860TRLO1
07 October 2025 14:39:57	128	645.20	XLON	00356044962TRLO1
07 October 2025 14:41:36	530	646.20	XLON	00356045064TRLO1
07 October 2025 14:42:18	497	646.80	XLON	00356045116TRLO1
07 October 2025 14:42:27	507	646.80	XLON	00356045119TRLO1

07 October 2025 14:42:56	518	646.60	XLON	00356045141TRLO1
07 October 2025 14:42:57	540	646.60	XLON	00356045142TRLO1
07 October 2025 14:43:14	29	646.60	XLON	00356045150TRLO1
07 October 2025 14:43:14	143	646.40	XLON	00356045151TRLO1
07 October 2025 14:43:14	347	646.40	XLON	00356045152TRLO1
07 October 2025 14:43:22	508	646.20	XLON	00356045156TRLO1
07 October 2025 14:43:22	497	646.20	XLON	00356045157TRLO1
07 October 2025 14:43:31	498	645.80	XLON	00356045163TRLO1
07 October 2025 14:43:31	493	645.20	XLON	00356045164TRLO1
07 October 2025 14:43:31	493	645.20	XLON	00356045165TRLO1
07 October 2025 14:45:06	249	644.80	XLON	00356045327TRLO1
07 October 2025 14:47:20	249	645.20	XLON	00356045399TRLO1
07 October 2025 14:47:32	252	645.00	XLON	00356045411TRLO1
07 October 2025 14:47:32	262	644.80	XLON	00356045412TRLO1
07 October 2025 14:49:23	265	644.80	XLON	00356045505TRLO1
07 October 2025 14:51:36	492	645.00	XLON	00356045752TRLO1
07 October 2025 14:51:36	214	644.80	XLON	00356045753TRLO1
07 October 2025 14:54:15	511	645.00	XLON	00356045964TRLO1
07 October 2025 14:54:15	255	645.00	XLON	00356045965TRLO1
07 October 2025 14:55:14	241	645.60	XLON	00356046012TRLO1
07 October 2025 14:55:14	274	645.60	XLON	00356046013TRLO1
07 October 2025 14:55:30	534	645.40	XLON	00356046022TRLO1
07 October 2025 14:55:30	267	645.40	XLON	00356046023TRLO1
07 October 2025 14:56:16	492	645.20	XLON	00356046046TRLO1
07 October 2025 14:56:25	525	645.00	XLON	00356046048TRLO1
07 October 2025 14:56:25	519	644.80	XLON	00356046049TRLO1
07 October 2025 14:57:20	520	644.60	XLON	00356046071TRLO1
07 October 2025 14:58:09	132	644.80	XLON	00356046099TRLO1
07 October 2025 14:58:59	256	644.60	XLON	00356046146TRLO1
07 October 2025 15:00:41	263	644.40	XLON	00356046293TRLO1
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07 October 2025 15:11:09	501	643.80	XLON	00356046986TRLO1
07 October 2025 15:11:09	523	643.60	XLON	00356046987TRLO1
07 October 2025 15:11:47	525	643.60	XLON	00356047024TRLO1
07 October 2025 15:11:50	266	643.40	XLON	00356047029TRLO1
07 October 2025 15:13:12	258	643.00	XLON	00356047071TRLO1
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07 October 2025 15:15:00	245	642.40	XLON	00356047141TRLO1
07 October 2025 15:15:11	261	642.20	XLON	00356047147TRLO1
07 October 2025 15:16:16	260	642.00	XLON	00356047194TRLO1
07 October 2025 15:16:49	264	642.20	XLON	00356047330TRLO1
07 October 2025 15:22:05	492	642.80	XLON	00356047531TRLO1
07 October 2025 15:22:18	535	642.80	XLON	00356047541TRLO1
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07 October 2025 15:27:41	527	643.40	XLON	00356047741TRLO1
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07 October 2025 16:19:01	260	638.20	XLON	00356051345TRLO1
07 October 2025 16:19:06	256	638.20	XLON	00356051358TRLO1

For further information please contact:

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Company Secretary

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