

9th 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:	8 th October 2025
Aggregate number of ordinary shares purchased:	94,893
Lowest price per share (pence):	637.80
Highest price per share (pence):	646.60
Weighted average price per day (pence):	641.6519

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,328,011 ordinary shares in treasury and has 1,262,147,310 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	641.6519	94,893	637.80	646.60

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
08 October 2025 08:02:07	260	641.20	XLON	00356130741TRLO1
08 October 2025 08:02:07	260	641.20	XLON	00356130742TRLO1
08 October 2025 08:05:59	248	640.60	XLON	00356132280TRLO1
08 October 2025 08:05:59	314	640.40	XLON	00356132281TRLO1
08 October 2025 08:05:59	176	640.40	XLON	00356132282TRLO1
08 October 2025 08:06:54	502	640.00	XLON	00356132770TRLO1
08 October 2025 08:09:11	525	640.20	XLON	00356133646TRLO1
08 October 2025 08:09:56	514	639.80	XLON	00356133936TRLO1
08 October 2025 08:09:58	235	639.80	XLON	00356133948TRLO1
08 October 2025 08:11:01	255	640.60	XLON	00356134610TRLO1
08 October 2025 08:14:25	260	639.40	XLON	00356136205TRLO1
08 October 2025	260		XLON	00356136206TRLO1

08:14:25	200	639.40	XLON	003561362061TRLO1
08 October 2025 08:20:00	241	639.20	XLON	00356138283TRLO1
08 October 2025 08:20:00	240	639.20	XLON	00356138284TRLO1
08 October 2025 08:22:41	279	639.40	XLON	00356139280TRLO1
08 October 2025 08:23:42	503	640.20	XLON	00356139704TRLO1
08 October 2025 08:23:42	253	640.00	XLON	00356139705TRLO1
08 October 2025 08:23:42	253	639.80	XLON	00356139706TRLO1
08 October 2025 08:24:27	255	639.40	XLON	00356139959TRLO1
08 October 2025 08:28:02	517	638.40	XLON	00356141351TRLO1
08 October 2025 08:31:16	262	639.40	XLON	00356142545TRLO1
08 October 2025 08:32:06	248	639.20	XLON	00356142847TRLO1
08 October 2025 08:40:28	501	639.20	XLON	00356146247TRLO1
08 October 2025 08:43:42	485	639.80	XLON	00356147490TRLO1
08 October 2025 08:46:24	258	639.40	XLON	00356148446TRLO1
08 October 2025 08:49:17	415	639.60	XLON	00356149607TRLO1
08 October 2025 08:54:20	248	639.40	XLON	00356151393TRLO1
08 October 2025 08:55:04	301	640.00	XLON	00356151649TRLO1
08 October 2025 08:55:04	491	639.80	XLON	00356151650TRLO1
08 October 2025 08:58:22	527	639.80	XLON	00356153000TRLO1
08 October 2025 08:59:53	501	639.60	XLON	00356153670TRLO1
08 October 2025 08:59:54	7	639.40	XLON	00356153671TRLO1
08 October 2025 08:59:54	520	639.40	XLON	00356153672TRLO1
08 October 2025 09:00:27	241	639.20	XLON	00356153982TRLO1
08 October 2025 09:00:27	240	639.20	XLON	00356153983TRLO1
08 October 2025 09:04:17	482	639.00	XLON	00356155381TRLO1
08 October 2025 09:11:35	254	639.60	XLON	00356158532TRLO1
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08 October 2025 09:15:49	257	640.00	XLON	00356160299TRLO1
08 October 2025 09:16:26	490	640.00	XLON	00356160532TRLO1
08 October 2025 09:18:03	247	640.00	XLON	00356161267TRLO1
08 October 2025 09:20:23	259	639.80	XLON	00356162411TRLO1
08 October 2025 09:20:23	260	639.80	XLON	00356162412TRLO1
08 October 2025 09:22:42	257	642.20	XLON	00356163410TRLO1

08 October 2025 09:31:00	512	642.00	XLON	00356167299TRLO1
08 October 2025 09:32:04	494	641.80	XLON	00356167820TRLO1
08 October 2025 09:32:30	31	641.60	XLON	00356168005TRLO1
08 October 2025 09:35:40	260	641.60	XLON	00356169437TRLO1
08 October 2025 09:36:00	257	641.40	XLON	00356169586TRLO1
08 October 2025 09:38:24	250	641.20	XLON	00356170825TRLO1
08 October 2025 09:38:24	88	641.20	XLON	00356170826TRLO1
08 October 2025 09:38:24	162	641.20	XLON	00356170827TRLO1
08 October 2025 09:39:11	504	641.00	XLON	00356171123TRLO1
08 October 2025 09:40:47	505	640.80	XLON	00356171769TRLO1
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08 October 2025 09:41:40	246	640.40	XLON	00356172217TRLO1
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08 October 2025 09:41:51	261	640.00	XLON	00356172307TRLO1
08 October 2025 09:41:52	244	639.80	XLON	00356172313TRLO1
08 October 2025 09:55:00	254	641.20	XLON	00356177941TRLO1
08 October 2025 09:55:59	249	640.80	XLON	00356178456TRLO1
08 October 2025 09:56:42	246	640.40	XLON	00356178917TRLO1
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08 October 2025 10:03:00	251	640.20	XLON	00356181960TRLO1
08 October 2025 10:04:21	252	639.60	XLON	00356182619TRLO1
08 October 2025 10:11:22	245	644.20	XLON	00356185719TRLO1
08 October 2025 10:17:18	254	643.80	XLON	00356188171TRLO1
08 October 2025 10:17:18	254	643.80	XLON	00356188172TRLO1
08 October 2025 10:20:26	492	643.40	XLON	00356189384TRLO1
08 October 2025 10:22:03	263	644.20	XLON	00356190733TRLO1
08 October 2025 10:23:26	242	643.80	XLON	00356192321TRLO1
08 October 2025 10:26:24	245	645.00	XLON	00356194060TRLO1
08 October 2025 10:26:58	261	644.20	XLON	00356194603TRLO1
08 October 2025 10:26:58	700	644.20	XLON	00356194605TRLO1
08 October 2025 10:29:12	483	644.80	XLON	00356196770TRLO1
08 October 2025	242		XLON	00356197250TRLO1

10:30:05	572	644.40	XLON	00356197200TRLO1
08 October 2025 10:33:45	506	644.60	XLON	00356198686TRLO1
08 October 2025 10:33:50	228	644.40	XLON	00356198706TRLO1
08 October 2025 10:33:50	300	644.40	XLON	00356198707TRLO1
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08 October 2025 10:49:43	249	644.80	XLON	00356205178TRLO1
08 October 2025 10:50:00	264	645.20	XLON	00356205280TRLO1
08 October 2025 10:57:37	491	646.40	XLON	00356207581TRLO1
08 October 2025 10:59:16	506	646.20	XLON	00356207923TRLO1
08 October 2025 10:59:21	4	645.60	XLON	00356207928TRLO1
08 October 2025 10:59:21	479	645.60	XLON	00356207929TRLO1
08 October 2025 10:59:22	528	645.40	XLON	00356207931TRLO1
08 October 2025 10:59:25	243	645.20	XLON	00356207937TRLO1
08 October 2025 10:59:26	260	644.80	XLON	00356207938TRLO1
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08 October 2025 11:03:56	258	644.40	XLON	00356208209TRLO1
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08 October 2025 11:10:32	250	644.60	XLON	00356208383TRLO1
08 October 2025 11:11:27	258	644.40	XLON	00356208428TRLO1
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08 October 2025 11:49:27	67	645.20	XLON	00356210449TRLO1
08 October 2025 11:49:30	244	645.00	XLON	00356210451TRLO1
08 October 2025 11:49:32	263	644.80	XLON	00356210453TRLO1

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08 October 2025 11:58:02	520	646.60	XLON	00356211220TRLO1
08 October 2025 11:59:26	248	646.60	XLON	00356211313TRLO1
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08 October 2025 12:00:19	11	646.00	XLON	00356211342TRLO1
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08 October 2025 12:04:05	247	645.40	XLON	00356211564TRLO1
08 October 2025 12:06:47	256	645.80	XLON	00356211654TRLO1
08 October 2025 12:09:07	242	645.60	XLON	00356211745TRLO1
08 October 2025 12:14:03	521	645.80	XLON	00356211914TRLO1
08 October 2025 12:23:33	495	646.20	XLON	00356212307TRLO1
08 October 2025 12:26:23	258	646.40	XLON	00356212400TRLO1
08 October 2025 12:29:53	248	646.00	XLON	00356212496TRLO1
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08 October 2025 12:37:49	249	645.40	XLON	00356212713TRLO1
08 October 2025 12:42:29	244	645.20	XLON	00356212901TRLO1
08 October 2025 12:42:56	246	645.00	XLON	00356212913TRLO1
08 October 2025 12:43:01	247	644.80	XLON	00356212917TRLO1
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08 October 2025 12:53:55	511	644.40	XLON	00356213291TRLO1
08 October 2025 12:53:55	523	644.20	XLON	00356213292TRLO1
08 October 2025 12:54:27	524	644.00	XLON	00356213312TRLO1
08 October 2025 12:54:28	281	644.20	XLON	00356213313TRLO1
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08 October 2025 13:00:19	46	644.20	XLON	00356213502TRLO1
08 October 2025 13:00:19	248	644.20	XLON	00356213503TRLO1
08 October 2025 13:02:56	259	644.20	XLON	00356213570TRLO1
08 October 2025 13:03:07	252	644.40	XLON	00356213660TRLO1

13:06:27		644.40		
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08 October 2025 13:08:36	254	643.80	XLON	00356213711TRLO1
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08 October 2025 13:10:23	249	642.60	XLON	00356213757TRLO1
08 October 2025 13:14:35	249	641.80	XLON	00356213835TRLO1
08 October 2025 13:18:18	245	641.40	XLON	00356213928TRLO1
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08 October 2025 13:34:15	508	642.00	XLON	00356214452TRLO1
08 October 2025 13:40:13	489	642.00	XLON	00356214665TRLO1
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08 October 2025 13:45:41	495	641.60	XLON	00356214855TRLO1
08 October 2025 13:49:25	241	642.00	XLON	00356214961TRLO1
08 October 2025 13:49:25	253	642.00	XLON	00356214962TRLO1
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08 October 2025 13:58:28	248	643.40	XLON	00356215244TRLO1
08 October 2025 13:58:28	491	643.20	XLON	00356215245TRLO1
08 October 2025 13:59:42	246	643.40	XLON	00356215273TRLO1
08 October 2025 14:03:21	522	643.40	XLON	00356215413TRLO1
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08 October 2025 14:12:47	248	643.20	XLON	00356215854TRLO1

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08 October 2025 14:13:00	249	642.60	XLON	00356215863TRLO1
08 October 2025 14:15:11	484	642.40	XLON	00356215961TRLO1
08 October 2025 14:16:54	246	642.20	XLON	00356216017TRLO1
08 October 2025 14:18:45	512	640.80	XLON	00356216075TRLO1
08 October 2025 14:28:40	486	641.80	XLON	00356216487TRLO1
08 October 2025 14:33:28	493	642.80	XLON	00356217056TRLO1
08 October 2025 14:34:03	501	642.40	XLON	00356217077TRLO1
08 October 2025 14:34:30	481	642.20	XLON	00356217109TRLO1
08 October 2025 14:35:05	499	642.40	XLON	00356217124TRLO1
08 October 2025 14:35:05	523	642.20	XLON	00356217125TRLO1
08 October 2025 14:36:58	516	642.00	XLON	00356217195TRLO1
08 October 2025 14:37:01	486	641.80	XLON	00356217205TRLO1
08 October 2025 14:37:14	518	641.60	XLON	00356217226TRLO1
08 October 2025 14:38:08	730	642.00	XLON	00356217266TRLO1
08 October 2025 14:38:48	250	641.80	XLON	00356217273TRLO1
08 October 2025 14:38:48	500	641.80	XLON	00356217274TRLO1
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08 October 2025 14:44:05	512	641.00	XLON	00356217714TRLO1
08 October 2025 14:45:11	515	640.80	XLON	00356217761TRLO1
08 October 2025 14:45:21	489	640.60	XLON	00356217766TRLO1
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08 October 2025 14:55:25	251	640.20	XLON	00356218637TRLO1
08 October 2025 14:55:40	261	640.00	XLON	00356218704TRLO1
08 October 2025 14:57:15	500	640.40	XLON	00356218819TRLO1
08 October 2025 14:58:56	509	641.20	XLON	00356218911TRLO1
08 October 2025 14:58:56	482	641.00	XLON	00356218912TRLO1
08 October 2025 14:58:56	483	640.80	XLON	00356218913TRLO1
08 October 2025 15:01:37	737	642.00	XLON	00356219248TRLO1
08 October 2025 15:02:04	514	641.80	XLON	00356219287TRLO1
08 October 2025 15:02:40	490	641.80	XLON	00356219393TRLO1

13.03.49		041.00		
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08 October 2025 15:05:00	486	641.20	XLON	00356219478TRLO1
08 October 2025 15:06:10	738	640.60	XLON	00356219557TRLO1
08 October 2025 15:06:28	733	640.20	XLON	00356219570TRLO1
08 October 2025 15:07:06	284	639.60	XLON	00356219597TRLO1
08 October 2025 15:13:16	521	639.80	XLON	00356219933TRLO1
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08 October 2025 15:16:16	181	640.00	XLON	00356220120TRLO1
08 October 2025 15:17:15	494	639.60	XLON	00356220153TRLO1
08 October 2025 15:19:00	500	639.40	XLON	00356220216TRLO1
08 October 2025 15:21:45	495	639.60	XLON	00356220347TRLO1
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08 October 2025 15:31:15	738	638.80	XLON	00356220769TRLO1
08 October 2025 15:34:08	758	639.20	XLON	00356220929TRLO1
08 October 2025 15:34:57	528	639.00	XLON	00356220966TRLO1
08 October 2025 15:36:46	723	639.40	XLON	00356221063TRLO1
08 October 2025 15:37:02	789	639.00	XLON	00356221099TRLO1
08 October 2025 15:40:02	748	638.60	XLON	00356221234TRLO1
08 October 2025 15:40:18	789	639.00	XLON	00356221241TRLO1
08 October 2025 15:41:12	120	639.20	XLON	00356221280TRLO1
08 October 2025 15:41:12	1,034	639.20	XLON	00356221281TRLO1
08 October 2025 15:42:53	769	639.00	XLON	00356221386TRLO1
08 October 2025 15:42:53	769	639.00	XLON	00356221387TRLO1
08 October 2025 15:47:14	495	638.60	XLON	00356221550TRLO1
08 October 2025 15:48:08	506	638.40	XLON	00356221593TRLO1
08 October 2025 15:48:09	245	638.40	XLON	00356221594TRLO1
08 October 2025 15:49:23	1,208	638.20	XLON	00356221664TRLO1
08 October 2025 15:50:55	481	638.00	XLON	00356221787TRLO1
08 October 2025 15:55:07	143	638.20	XLON	00356222008TRLO1
08 October 2025 15:55:07	338	638.20	XLON	00356222009TRLO1
08 October 2025 15:56:35	485	638.40	XLON	00356222064TRLO1
08 October 2025 15:57:11	484	638.00	XLON	00356222083TRLO1

08 October 2025 15:57:11	262	637.80	XLON	00356222084TRLO1
08 October 2025 16:00:47	485	638.80	XLON	00356222283TRLO1
08 October 2025 16:03:41	245	639.60	XLON	00356222621TRLO1
08 October 2025 16:03:41	490	639.60	XLON	00356222622TRLO1
08 October 2025 16:05:56	515	639.60	XLON	00356222773TRLO1
08 October 2025 16:05:56	258	639.60	XLON	00356222774TRLO1
08 October 2025 16:07:29	241	639.80	XLON	00356222938TRLO1
08 October 2025 16:08:57	257	639.40	XLON	00356223067TRLO1
08 October 2025 16:11:00	243	639.80	XLON	00356223253TRLO1
08 October 2025 16:11:18	254	639.60	XLON	00356223271TRLO1
08 October 2025 16:11:29	251	639.60	XLON	00356223276TRLO1
08 October 2025 16:12:31	263	640.00	XLON	00356223386TRLO1
08 October 2025 16:13:17	254	640.00	XLON	00356223445TRLO1
08 October 2025 16:16:50	252	639.80	XLON	00356223712TRLO1
08 October 2025 16:17:43	247	639.40	XLON	00356223753TRLO1
08 October 2025 16:19:15	239	639.60	XLON	00356223935TRLO1
08 October 2025 16:19:54	245	639.40	XLON	00356224048TRLO1
08 October 2025 16:19:54	245	639.40	XLON	00356224049TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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