

10th 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:	9 th October 2025
Aggregate number of ordinary shares purchased:	93,215
Lowest price per share (pence):	633.20
Highest price per share (pence):	643.80
Weighted average price per day (pence):	640.6608

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,421,226 ordinary shares in treasury and has 1,262,054,095 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	640.6608	93,215	633.20	643.80

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
09 October 2025 08:00:31	253	638.00	XLON	00356293200TRLO1
09 October 2025 08:03:15	491	636.80	XLON	00356294524TRLO1
09 October 2025 08:03:15	256	636.20	XLON	00356294525TRLO1
09 October 2025 08:05:15	528	633.20	XLON	00356295376TRLO1
09 October 2025 08:09:39	510	638.20	XLON	00356297201TRLO1
09 October 2025 08:11:32	482	639.20	XLON	00356297966TRLO1
09 October 2025 08:13:17	242	639.20	XLON	00356298600TRLO1
09 October 2025 08:13:17	243	639.20	XLON	00356298601TRLO1
09 October 2025 08:15:13	511	638.40	XLON	00356299385TRLO1
09 October 2025 08:20:37	504	640.00	XLON	00356301444TRLO1
09 October 2025 08:21:38	481	639.80	XLON	00356301915TRLO1
09 October 2025	512		XLON	00356301928TRLO1

08:21:40	513	639.20	XLON	00356301928TRLO1
09 October 2025 08:21:44	255	638.80	XLON	00356301986TRLO1
09 October 2025 08:22:23	250	638.40	XLON	00356302365TRLO1
09 October 2025 08:22:41	256	637.20	XLON	00356302562TRLO1
09 October 2025 08:26:00	247	638.20	XLON	00356303974TRLO1
09 October 2025 08:26:56	248	638.00	XLON	00356304443TRLO1
09 October 2025 08:30:47	260	637.20	XLON	00356306670TRLO1
09 October 2025 08:34:41	498	638.20	XLON	00356308382TRLO1
09 October 2025 08:36:13	514	638.20	XLON	00356309091TRLO1
09 October 2025 08:39:36	515	638.20	XLON	00356310896TRLO1
09 October 2025 08:42:51	243	639.60	XLON	00356312294TRLO1
09 October 2025 08:42:51	244	639.60	XLON	00356312295TRLO1
09 October 2025 08:47:49	510	641.40	XLON	00356314409TRLO1
09 October 2025 08:51:01	525	643.20	XLON	00356315565TRLO1
09 October 2025 08:51:01	525	643.00	XLON	00356315566TRLO1
09 October 2025 08:52:17	217	641.60	XLON	00356316211TRLO1
09 October 2025 08:52:17	268	641.60	XLON	00356316212TRLO1
09 October 2025 08:56:13	526	642.20	XLON	00356317734TRLO1
09 October 2025 08:57:00	515	642.60	XLON	00356318004TRLO1
09 October 2025 08:59:01	505	642.80	XLON	00356318913TRLO1
09 October 2025 09:03:01	246	642.80	XLON	00356320461TRLO1
09 October 2025 09:03:01	246	642.80	XLON	00356320462TRLO1
09 October 2025 09:09:50	482	643.20	XLON	00356323722TRLO1
09 October 2025 09:09:53	485	642.40	XLON	00356323736TRLO1
09 October 2025 09:13:51	253	642.80	XLON	00356325540TRLO1
09 October 2025 09:13:51	252	642.80	XLON	00356325541TRLO1
09 October 2025 09:14:04	242	642.40	XLON	00356325603TRLO1
09 October 2025 09:14:05	250	642.20	XLON	00356325605TRLO1
09 October 2025 09:14:25	252	642.20	XLON	00356325729TRLO1
09 October 2025 09:25:13	524	641.80	XLON	00356330692TRLO1
09 October 2025 09:26:33	242	641.60	XLON	00356331270TRLO1
09 October 2025 09:31:46	498	641.00	XLON	00356333570TRLO1
09 October 2025 09:35:21	752	641.20	XLON	00356334849TRLO1
09 October 2025 09:41:07	255	640.80	XLON	00356337039TRLO1

09 October 2025 09:41:07	256	640.80	XLON	00356337040TRLO1
09 October 2025 09:48:04	258	641.40	XLON	00356340530TRLO1
09 October 2025 09:50:45	504	640.60	XLON	00356341574TRLO1
09 October 2025 09:50:45	252	640.60	XLON	00356341575TRLO1
09 October 2025 09:58:25	522	641.00	XLON	00356344623TRLO1
09 October 2025 10:02:08	528	640.60	XLON	00356345943TRLO1
09 October 2025 10:04:49	485	640.80	XLON	00356346543TRLO1
09 October 2025 10:05:39	511	640.60	XLON	00356346801TRLO1
09 October 2025 10:10:32	491	641.00	XLON	00356348002TRLO1
09 October 2025 10:15:07	514	641.40	XLON	00356349112TRLO1
09 October 2025 10:23:27	107	641.80	XLON	00356351612TRLO1
09 October 2025 10:23:27	402	641.80	XLON	00356351613TRLO1
09 October 2025 10:25:33	520	641.60	XLON	00356352653TRLO1
09 October 2025 10:25:44	514	641.20	XLON	00356352763TRLO1
09 October 2025 10:36:39	245	641.40	XLON	00356355928TRLO1
09 October 2025 10:36:45	256	641.80	XLON	00356355958TRLO1
09 October 2025 10:37:57	22	641.20	XLON	00356356634TRLO1
09 October 2025 10:37:57	238	641.20	XLON	00356356635TRLO1
09 October 2025 10:38:50	259	640.80	XLON	00356356812TRLO1
09 October 2025 10:38:50	258	640.80	XLON	00356356813TRLO1
09 October 2025 10:40:29	256	641.20	XLON	00356357416TRLO1
09 October 2025 10:43:21	256	641.20	XLON	00356358349TRLO1
09 October 2025 10:47:55	245	641.20	XLON	00356359959TRLO1
09 October 2025 10:49:32	260	641.40	XLON	00356360537TRLO1
09 October 2025 10:49:32	259	641.40	XLON	00356360538TRLO1
09 October 2025 10:50:44	133	641.00	XLON	00356360940TRLO1
09 October 2025 10:50:44	387	641.00	XLON	00356360941TRLO1
09 October 2025 10:56:30	73	640.40	XLON	00356364460TRLO1
09 October 2025 10:56:30	429	640.40	XLON	00356364461TRLO1
09 October 2025 11:07:49	250	641.20	XLON	00356366141TRLO1
09 October 2025 11:07:49	501	641.20	XLON	00356366142TRLO1
09 October 2025 11:11:24	519	641.00	XLON	00356366373TRLO1
09 October 2025 11:11:24	259	641.00	XLON	00356366374TRLO1
09 October 2025	484		XLON	00356366376TRLO1

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09 October 2025 11:20:07	252	639.80	XLON	00356366808TRLO1
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09 October 2025 11:26:10	240	639.00	XLON	00356367211TRLO1
09 October 2025 11:26:10	491	639.00	XLON	00356367212TRLO1
09 October 2025 11:26:10	5	639.00	XLON	00356367213TRLO1
09 October 2025 11:31:10	517	638.80	XLON	00356367461TRLO1
09 October 2025 11:42:51	244	640.20	XLON	00356367746TRLO1
09 October 2025 11:43:24	262	640.40	XLON	00356367756TRLO1
09 October 2025 11:47:30	730	641.20	XLON	00356367882TRLO1
09 October 2025 11:50:14	502	640.60	XLON	00356367997TRLO1
09 October 2025 11:58:28	252	643.20	XLON	00356368315TRLO1
09 October 2025 11:59:50	523	643.80	XLON	00356368390TRLO1
09 October 2025 11:59:50	484	643.40	XLON	00356368391TRLO1
09 October 2025 11:59:50	484	643.20	XLON	00356368392TRLO1
09 October 2025 11:59:51	484	642.80	XLON	00356368393TRLO1
09 October 2025 11:59:52	263	642.40	XLON	00356368394TRLO1
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09 October 2025 12:17:21	245	642.60	XLON	00356368915TRLO1
09 October 2025 12:21:48	524	642.20	XLON	00356369052TRLO1
09 October 2025 12:28:34	1,271	643.00	XLON	00356369263TRLO1
09 October 2025 12:41:49	498	643.60	XLON	00356370129TRLO1
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09 October 2025 12:43:38	246	643.40	XLON	00356370216TRLO1
09 October 2025 12:44:18	288	643.20	XLON	00356370225TRLO1
09 October 2025 12:45:44	213	643.20	XLON	00356370263TRLO1
09 October 2025 12:45:44	250	643.20	XLON	00356370264TRLO1
09 October 2025 12:45:44	288	643.20	XLON	00356370265TRLO1
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09 October 2025 13:03:21	489	640.80	XLON	00356370855TRLO1
09 October 2025 13:03:21	244	640.80	XLON	00356370856TRLO1
09 October 2025 13:03:21	245	640.80	XLON	00356370857TRLO1
09 October 2025 13:08:53	452	640.40	XLON	00356371065TRLO1
09 October 2025 13:10:56	522	640.00	XLON	00356371131TRLO1
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09 October 2025 13:34:31	406	639.40	XLON	00356371759TRLO1
09 October 2025 13:41:27	213	640.80	XLON	00356372068TRLO1
09 October 2025 13:41:27	576	640.80	XLON	00356372069TRLO1
09 October 2025 13:42:09	490	640.60	XLON	00356372087TRLO1
09 October 2025 13:44:16	11	640.40	XLON	00356372127TRLO1
09 October 2025 13:44:16	170	640.40	XLON	00356372128TRLO1
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09 October 2025 13:45:39	181	640.40	XLON	00356372168TRLO1
09 October 2025 13:47:29	521	640.20	XLON	00356372222TRLO1
09 October 2025 13:48:21	2	640.00	XLON	00356372255TRLO1
09 October 2025 13:53:44	161	640.00	XLON	00356372464TRLO1
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09 October 2025 13:57:00	249	639.60	XLON	00356372647TRLO1
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09 October 2025 14:02:59	520	640.20	XLON	00356372830TRLO1
09 October 2025 14:03:45	237	640.00	XLON	00356372860TRLO1
09 October 2025 14:03:45	264	640.00	XLON	00356372861TRLO1
09 October 2025 14:05:25	322	640.00	XLON	00356372917TRLO1
09 October 2025 14:05:50	168	640.00	XLON	00356372940TRLO1
09 October 2025 14:05:50	322	640.00	XLON	00356372941TRLO1
09 October 2025 14:13:29	981	640.40	XLON	00356373283TRLO1
09 October 2025 14:13:29	246	640.40	XLON	00356373284TRLO1

14:13:29		640.40		
09 October 2025 14:14:43	756	641.00	XLON	00356373350TRLO1
09 October 2025 14:24:03	1,020	642.60	XLON	00356373823TRLO1
09 October 2025 14:24:06	763	642.40	XLON	00356373824TRLO1
09 October 2025 14:26:14	762	643.20	XLON	00356373960TRLO1
09 October 2025 14:26:14	792	643.00	XLON	00356373961TRLO1
09 October 2025 14:26:18	792	642.80	XLON	00356373963TRLO1
09 October 2025 14:26:18	481	642.60	XLON	00356373964TRLO1
09 October 2025 14:26:20	252	642.00	XLON	00356373965TRLO1
09 October 2025 14:29:48	1,015	643.00	XLON	00356374125TRLO1
09 October 2025 14:30:25	747	642.60	XLON	00356374245TRLO1
09 October 2025 14:31:36	104	640.80	XLON	00356374357TRLO1
09 October 2025 14:34:01	481	640.40	XLON	00356374513TRLO1
09 October 2025 14:34:29	488	640.00	XLON	00356374546TRLO1
09 October 2025 14:39:32	255	640.80	XLON	00356374789TRLO1
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09 October 2025 14:47:15	243	640.60	XLON	00356375227TRLO1
09 October 2025 14:47:15	487	640.60	XLON	00356375228TRLO1
09 October 2025 14:50:02	372	640.20	XLON	00356375336TRLO1
09 October 2025 14:50:02	134	640.20	XLON	00356375337TRLO1
09 October 2025 14:51:47	243	640.20	XLON	00356375627TRLO1
09 October 2025 14:51:47	249	640.20	XLON	00356375628TRLO1
09 October 2025 14:53:23	504	639.80	XLON	00356376012TRLO1
09 October 2025 14:55:51	256	639.60	XLON	00356376243TRLO1
09 October 2025 14:55:51	513	639.60	XLON	00356376244TRLO1
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09 October 2025 15:02:35	481	640.00	XLON	00356376876TRLO1
09 October 2025 15:05:31	486	640.60	XLON	00356377137TRLO1
09 October 2025 15:07:38	454	640.60	XLON	00356377326TRLO1
09 October 2025 15:08:53	200	640.60	XLON	00356377457TRLO1
09 October 2025 15:08:53	55	640.60	XLON	00356377458TRLO1

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09 October 2025 15:08:55	192	640.60	XLON	00356377460TRLO1
09 October 2025 15:08:55	219	640.60	XLON	00356377461TRLO1
09 October 2025 15:10:48	241	640.20	XLON	00356377614TRLO1
09 October 2025 15:10:48	240	640.20	XLON	00356377615TRLO1
09 October 2025 15:13:58	508	640.60	XLON	00356377861TRLO1
09 October 2025 15:14:59	171	640.20	XLON	00356377907TRLO1
09 October 2025 15:14:59	318	640.20	XLON	00356377908TRLO1
09 October 2025 15:16:55	481	640.20	XLON	00356378031TRLO1
09 October 2025 15:17:07	279	640.00	XLON	00356378044TRLO1
09 October 2025 15:17:07	219	640.00	XLON	00356378045TRLO1
09 October 2025 15:18:15	433	640.40	XLON	00356378210TRLO1
09 October 2025 15:19:37	516	640.40	XLON	00356378315TRLO1
09 October 2025 15:20:55	263	640.80	XLON	00356378402TRLO1
09 October 2025 15:22:07	241	640.00	XLON	00356378505TRLO1
09 October 2025 15:24:28	247	639.80	XLON	00356378631TRLO1
09 October 2025 15:25:28	244	639.60	XLON	00356378734TRLO1
09 October 2025 15:25:38	247	639.40	XLON	00356378740TRLO1
09 October 2025 15:29:50	226	639.40	XLON	00356379003TRLO1
09 October 2025 15:29:59	781	639.60	XLON	00356379013TRLO1
09 October 2025 15:31:10	504	639.60	XLON	00356379235TRLO1
09 October 2025 15:31:21	497	639.60	XLON	00356379286TRLO1
09 October 2025 15:32:30	513	639.40	XLON	00356379355TRLO1
09 October 2025 15:37:08	745	640.00	XLON	00356379616TRLO1
09 October 2025 15:39:21	523	640.00	XLON	00356379779TRLO1
09 October 2025 15:41:55	513	639.80	XLON	00356379996TRLO1
09 October 2025 15:43:37	752	639.20	XLON	00356380138TRLO1
09 October 2025 15:45:19	491	638.40	XLON	00356380266TRLO1
09 October 2025 15:50:07	45	639.60	XLON	00356380428TRLO1
09 October 2025 15:50:07	210	639.60	XLON	00356380429TRLO1
09 October 2025 15:50:19	507	639.40	XLON	00356380436TRLO1
09 October 2025 15:51:28	580	639.80	XLON	00356380474TRLO1
09 October 2025 15:53:27	515	640.00	XLON	00356380545TRLO1
09 October 2025 15:56:02	495	640.00	XLON	00356380697TRLO1

15:00:02		040.00		
09 October 2025 15:56:40	503	639.80	XLON	00356380714TRLO1
09 October 2025 15:58:56	477	640.00	XLON	00356380859TRLO1
09 October 2025 15:59:50	792	640.20	XLON	00356380933TRLO1
09 October 2025 16:00:00	498	640.00	XLON	00356380944TRLO1
09 October 2025 16:01:48	728	640.60	XLON	00356381137TRLO1
09 October 2025 16:05:01	262	640.40	XLON	00356381249TRLO1
09 October 2025 16:05:01	524	640.40	XLON	00356381250TRLO1
09 October 2025 16:05:01	261	640.40	XLON	00356381251TRLO1
09 October 2025 16:05:47	784	640.00	XLON	00356381299TRLO1
09 October 2025 16:05:47	261	640.00	XLON	00356381300TRLO1
09 October 2025 16:06:50	262	639.20	XLON	00356381385TRLO1
09 October 2025 16:10:03	500	639.00	XLON	00356381656TRLO1
09 October 2025 16:13:26	251	638.80	XLON	00356381812TRLO1
09 October 2025 16:13:26	252	638.80	XLON	00356381813TRLO1
09 October 2025 16:13:26	1,007	638.80	XLON	00356381814TRLO1
09 October 2025 16:14:56	1,216	639.00	XLON	00356381867TRLO1
09 October 2025 16:15:16	262	639.20	XLON	00356381910TRLO1
09 October 2025 16:18:35	443	639.20	XLON	00356382069TRLO1
09 October 2025 16:18:35	587	639.20	XLON	00356382070TRLO1
09 October 2025 16:18:35	258	639.20	XLON	00356382071TRLO1
09 October 2025 16:18:35	257	639.20	XLON	00356382072TRLO1
09 October 2025 16:18:35	257	639.20	XLON	00356382073TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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