

13th 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:	10 th October 2025
Aggregate number of ordinary shares purchased:	93,632
Lowest price per share (pence):	618.00
Highest price per share (pence):	642.00
Weighted average price per day (pence):	627.3306

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,514,858 ordinary shares in treasury and has 1,261,960,463 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	627.3306	93,632	618.00	642.00

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
10 October 2025 08:01:38	253	640.20	XLON	00356446466TRLO1
10 October 2025 08:06:11	53	641.80	XLON	00356448481TRLO1
10 October 2025 08:07:45	90	641.60	XLON	00356449075TRLO1
10 October 2025 08:07:45	483	641.60	XLON	00356449076TRLO1
10 October 2025 08:07:51	492	641.20	XLON	00356449109TRLO1
10 October 2025 08:07:52	516	641.00	XLON	00356449114TRLO1
10 October 2025 08:08:17	258	641.40	XLON	00356449301TRLO1
10 October 2025 08:11:15	260	642.00	XLON	00356450798TRLO1
10 October 2025 08:11:19	260	641.40	XLON	00356450829TRLO1
10 October 2025 08:12:10	263	640.80	XLON	00356451160TRLO1
10 October 2025 08:17:37	246	640.40	XLON	00356453245TRLO1
10 October 2025	246	640.40	XLON	00356453245TRLO1

08:17:37	240	640.40	XLON	003564532401TRLO1
10 October 2025 08:18:03	484	639.60	XLON	00356453412TRLO1
10 October 2025 08:18:33	241	639.20	XLON	00356453636TRLO1
10 October 2025 08:19:31	244	637.60	XLON	00356454076TRLO1
10 October 2025 08:21:50	258	636.40	XLON	00356455071TRLO1
10 October 2025 08:22:51	264	635.20	XLON	00356455409TRLO1
10 October 2025 08:24:40	249	634.40	XLON	00356456040TRLO1
10 October 2025 08:26:29	256	635.00	XLON	00356456729TRLO1
10 October 2025 08:27:25	263	634.40	XLON	00356457128TRLO1
10 October 2025 08:29:27	241	634.40	XLON	00356457977TRLO1
10 October 2025 08:29:44	261	634.00	XLON	00356458089TRLO1
10 October 2025 08:32:11	253	636.00	XLON	00356459355TRLO1
10 October 2025 08:35:13	241	637.00	XLON	00356460710TRLO1
10 October 2025 08:45:40	486	637.40	XLON	00356464382TRLO1
10 October 2025 08:46:35	248	637.00	XLON	00356464671TRLO1
10 October 2025 08:46:35	376	637.00	XLON	00356464672TRLO1
10 October 2025 08:49:57	261	636.60	XLON	00356465883TRLO1
10 October 2025 08:49:57	582	636.60	XLON	00356465884TRLO1
10 October 2025 08:50:55	520	636.40	XLON	00356466219TRLO1
10 October 2025 08:52:32	495	636.00	XLON	00356466795TRLO1
10 October 2025 08:52:32	509	635.80	XLON	00356466796TRLO1
10 October 2025 08:53:58	511	635.60	XLON	00356467289TRLO1
10 October 2025 08:54:13	246	634.60	XLON	00356467565TRLO1
10 October 2025 08:56:26	261	634.80	XLON	00356468374TRLO1
10 October 2025 08:59:11	33	634.60	XLON	00356469138TRLO1
10 October 2025 09:03:58	522	633.80	XLON	00356470867TRLO1
10 October 2025 09:04:55	261	633.20	XLON	00356471228TRLO1
10 October 2025 09:04:55	260	633.20	XLON	00356471229TRLO1
10 October 2025 09:06:52	257	632.60	XLON	00356471873TRLO1
10 October 2025 09:06:55	261	632.40	XLON	00356471888TRLO1
10 October 2025 09:07:21	261	631.80	XLON	00356472032TRLO1
10 October 2025 09:07:55	246	631.40	XLON	00356472238TRLO1
10 October 2025 09:08:43	259	631.00	XLON	00356472676TRLO1
10 October 2025 09:09:09	244	630.60	XLON	00356472879TRLO1

10 October 2025 09:17:59	251	630.20	XLON	00356477520TRLO1
10 October 2025 09:17:59	250	630.20	XLON	00356477521TRLO1
10 October 2025 09:19:24	505	630.00	XLON	00356478445TRLO1
10 October 2025 09:20:46	485	630.00	XLON	00356479196TRLO1
10 October 2025 09:21:15	497	630.20	XLON	00356479479TRLO1
10 October 2025 09:29:15	129	630.20	XLON	00356485238TRLO1
10 October 2025 09:29:15	315	630.20	XLON	00356485239TRLO1
10 October 2025 09:29:48	48	630.20	XLON	00356485435TRLO1
10 October 2025 09:29:48	198	630.20	XLON	00356485436TRLO1
10 October 2025 09:41:00	498	629.40	XLON	00356494304TRLO1
10 October 2025 09:41:00	249	629.40	XLON	00356494305TRLO1
10 October 2025 09:41:00	249	629.40	XLON	00356494306TRLO1
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10 October 2025 09:41:56	748	629.00	XLON	00356494782TRLO1
10 October 2025 09:43:59	521	629.20	XLON	00356495705TRLO1
10 October 2025 09:44:00	490	629.00	XLON	00356495720TRLO1
10 October 2025 09:44:54	486	628.00	XLON	00356496097TRLO1
10 October 2025 09:45:51	253	627.80	XLON	00356496690TRLO1
10 October 2025 09:46:47	248	627.20	XLON	00356497106TRLO1
10 October 2025 09:48:02	253	626.00	XLON	00356497704TRLO1
10 October 2025 09:52:17	261	626.20	XLON	00356499726TRLO1
10 October 2025 09:52:17	258	625.60	XLON	00356499727TRLO1
10 October 2025 09:59:41	248	625.60	XLON	00356503639TRLO1
10 October 2025 10:00:54	255	625.20	XLON	00356504289TRLO1
10 October 2025 10:02:46	244	625.20	XLON	00356505158TRLO1
10 October 2025 10:05:48	249	625.00	XLON	00356507022TRLO1
10 October 2025 10:08:01	507	624.80	XLON	00356508548TRLO1
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10 October 2025 10:09:21	255	625.00	XLON	00356509538TRLO1
10 October 2025 10:12:37	263	625.20	XLON	00356512186TRLO1
10 October 2025 10:15:19	507	625.00	XLON	00356514311TRLO1
10 October 2025 10:16:45	518	625.00	XLON	00356515501TRLO1
10 October 2025 10:20:04	488	624.60	XLON	00356518895TRLO1
10 October 2025	514		XLON	00356520557TRLO1

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10 October 2025 10:35:36	249	624.80	XLON	00356537880TRLO1
10 October 2025 10:36:08	258	624.40	XLON	00356538357TRLO1
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10 October 2025 10:44:08	515	625.20	XLON	00356545373TRLO1
10 October 2025 10:46:46	486	625.00	XLON	00356548121TRLO1
10 October 2025 10:48:55	251	625.60	XLON	00356550486TRLO1
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10 October 2025 10:52:38	496	624.20	XLON	00356553200TRLO1
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10 October 2025 10:54:37	254	623.40	XLON	00356555015TRLO1
10 October 2025 10:54:37	161	623.40	XLON	00356555016TRLO1
10 October 2025 11:00:31	503	624.20	XLON	00356557797TRLO1
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10 October 2025 11:10:11	518	624.80	XLON	00356558498TRLO1
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10 October 2025 11:19:20	254	624.20	XLON	00356558732TRLO1
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10 October 2025 11:30:08	127	624.00	XLON	00356559099TRLO1
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10 October 2025 12:31:28	513	627.80	XLON	00356561188TRLO1
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10 October 2025 13:22:57	255	624.00	XLON	00356562835TRLO1

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10 October 2025 13:30:07	264	624.80	XLON	00356563076TRLO1
10 October 2025 13:34:24	523	625.00	XLON	00356563173TRLO1
10 October 2025 13:36:25	482	624.80	XLON	00356563208TRLO1
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10 October 2025 13:38:42	485	624.20	XLON	00356563257TRLO1
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10 October 2025 13:41:05	491	624.00	XLON	00356563332TRLO1
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10 October 2025 13:50:47	268	626.20	XLON	00356563606TRLO1
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10 October 2025 14:07:24	494	628.20	XLON	00356564036TRLO1
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10 October 2025 14:20:27	501	626.00	XLON	00356564416TRLO1
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10 October 2025 14:30:22	517	626.40	XLON	00356564740TRLO1
10 October 2025 14:33:22	758	626.20	XLON	00356564946TRLO1

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10 October 2025 14:43:29	485	626.00	XLON	00356565493TRLO1
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10 October 2025 14:52:06	486	625.60	XLON	00356566214TRLO1
10 October 2025 14:54:25	522	625.00	XLON	00356566421TRLO1
10 October 2025 14:59:00	500	625.00	XLON	00356566677TRLO1
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10 October 2025 15:01:14	486	624.40	XLON	00356566782TRLO1
10 October 2025 15:01:32	484	624.20	XLON	00356566801TRLO1
10 October 2025 15:02:48	517	625.20	XLON	00356566855TRLO1
10 October 2025 15:04:27	361	625.20	XLON	00356567062TRLO1
10 October 2025 15:04:27	149	625.20	XLON	00356567063TRLO1
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10 October 2025 15:09:51	733	625.60	XLON	00356567472TRLO1
10 October 2025 15:12:03	757	626.00	XLON	00356567615TRLO1
10 October 2025 15:13:19	520	625.60	XLON	00356567695TRLO1
10 October 2025 15:16:05	505	624.40	XLON	00356567857TRLO1
10 October 2025 15:17:58	489	623.60	XLON	00356567985TRLO1
10 October 2025 15:19:24	506	623.20	XLON	00356568016TRLO1
10 October 2025 15:22:11	527	623.00	XLON	00356568179TRLO1
10 October 2025 15:22:32	259	622.80	XLON	00356568223TRLO1
10 October 2025 15:22:32	259	622.80	XLON	00356568224TRLO1
10 October 2025 15:25:28	487	622.80	XLON	00356568394TRLO1
10 October 2025 15:26:28	518	623.40	XLON	00356568528TRLO1
10 October 2025 15:27:48	489	623.20	XLON	00356568642TRLO1
10 October 2025 15:30:00	523	624.60	XLON	00356568782TRLO1
10 October 2025 15:30:00	522	624.20	XLON	00356568784TRLO1
10 October 2025 15:30:00	1	624.20	XLON	00356568785TRLO1

10.00.00		024.20		
10 October 2025 15:34:59	501	624.40	XLON	00356569106TRLO1
10 October 2025 15:36:37	526	624.20	XLON	00356569170TRLO1
10 October 2025 15:39:51	770	625.40	XLON	00356569414TRLO1
10 October 2025 15:41:52	500	625.20	XLON	00356569510TRLO1
10 October 2025 15:41:52	250	625.20	XLON	00356569511TRLO1
10 October 2025 15:48:55	485	625.80	XLON	00356569903TRLO1
10 October 2025 15:48:55	243	625.80	XLON	00356569904TRLO1
10 October 2025 15:49:25	514	626.00	XLON	00356569939TRLO1
10 October 2025 15:50:14	513	626.20	XLON	00356570006TRLO1
10 October 2025 15:52:54	507	625.80	XLON	00356570147TRLO1
10 October 2025 15:57:53	774	627.40	XLON	00356570550TRLO1
10 October 2025 15:58:03	24	626.60	XLON	00356570638TRLO1
10 October 2025 15:58:03	463	626.60	XLON	00356570639TRLO1
10 October 2025 15:58:12	508	626.00	XLON	00356570741TRLO1
10 October 2025 15:58:31	508	625.60	XLON	00356570823TRLO1
10 October 2025 15:58:41	254	624.00	XLON	00356570839TRLO1
10 October 2025 15:58:54	494	624.20	XLON	00356570851TRLO1
10 October 2025 15:59:18	325	622.40	XLON	00356571008TRLO1
10 October 2025 16:00:00	250	622.80	XLON	00356571096TRLO1
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10 October 2025 16:03:01	261	620.40	XLON	00356571755TRLO1
10 October 2025 16:04:25	251	618.00	XLON	00356571962TRLO1
10 October 2025 16:06:18	250	620.00	XLON	00356572260TRLO1
10 October 2025 16:07:56	252	619.20	XLON	00356572386TRLO1
10 October 2025 16:07:56	260	619.40	XLON	00356572387TRLO1
10 October 2025 16:09:35	244	619.40	XLON	00356572502TRLO1
10 October 2025 16:14:15	488	621.40	XLON	00356572900TRLO1
10 October 2025 16:14:40	249	621.00	XLON	00356572928TRLO1
10 October 2025 16:15:55	255	621.80	XLON	00356572980TRLO1
10 October 2025 16:17:30	93	622.00	XLON	00356573095TRLO1

For further information please contact:

Warren Fernandez

Company Secretary

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