

14th 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:	13 th October 2025
Aggregate number of ordinary shares purchased:	93,827
Lowest price per share (pence):	619.20
Highest price per share (pence):	626.60
Weighted average price per day (pence):	623.1510

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,608,685 ordinary shares in treasury and has 1,261,866,636 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	623.1510	93,827	619.20	626.60

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
13 October 2025 08:01:31	490	623.60	XLON	00356629636TRLO1
13 October 2025 08:02:06	258	623.80	XLON	00356629820TRLO1
13 October 2025 08:05:06	500	625.20	XLON	00356630878TRLO1
13 October 2025 08:06:32	493	624.20	XLON	00356631411TRLO1
13 October 2025 08:07:59	511	625.00	XLON	00356632002TRLO1
13 October 2025 08:08:19	146	625.00	XLON	00356632137TRLO1
13 October 2025 08:08:19	375	625.00	XLON	00356632138TRLO1
13 October 2025 08:09:50	256	624.80	XLON	00356632903TRLO1
13 October 2025 08:11:40	482	625.20	XLON	00356633701TRLO1
13 October 2025 08:11:45	245	625.00	XLON	00356633734TRLO1
13 October 2025 08:12:00	240	624.40	XLON	00356633837TRLO1
13 October 2025	246		XLON	00356635400TRLO1

08:15:01	240	625.00	XLON	003566394001TRLO1
13 October 2025 08:18:20	504	626.60	XLON	00356636908TRLO1
13 October 2025 08:19:10	241	626.00	XLON	00356637273TRLO1
13 October 2025 08:20:50	244	625.00	XLON	00356638024TRLO1
13 October 2025 08:20:50	258	624.80	XLON	00356638025TRLO1
13 October 2025 08:20:51	259	624.20	XLON	00356638045TRLO1
13 October 2025 08:20:51	259	624.40	XLON	00356638046TRLO1
13 October 2025 08:20:52	241	624.40	XLON	00356638052TRLO1
13 October 2025 08:28:00	249	624.20	XLON	00356641012TRLO1
13 October 2025 08:30:10	256	623.20	XLON	00356641984TRLO1
13 October 2025 08:30:10	256	623.20	XLON	00356641985TRLO1
13 October 2025 08:31:16	499	623.40	XLON	00356642495TRLO1
13 October 2025 08:34:21	245	623.20	XLON	00356643791TRLO1
13 October 2025 08:35:33	259	624.00	XLON	00356644190TRLO1
13 October 2025 08:35:51	240	624.20	XLON	00356644283TRLO1
13 October 2025 08:36:41	257	624.20	XLON	00356644639TRLO1
13 October 2025 08:36:47	243	624.20	XLON	00356644682TRLO1
13 October 2025 08:36:56	111	624.20	XLON	00356644736TRLO1
13 October 2025 08:36:56	146	624.20	XLON	00356644737TRLO1
13 October 2025 08:36:56	242	624.20	XLON	00356644738TRLO1
13 October 2025 08:40:26	263	622.20	XLON	00356646042TRLO1
13 October 2025 08:43:50	263	622.80	XLON	00356647285TRLO1
13 October 2025 08:44:09	260	622.40	XLON	00356647437TRLO1
13 October 2025 08:46:02	255	622.60	XLON	00356648128TRLO1
13 October 2025 08:49:57	256	621.60	XLON	00356649587TRLO1
13 October 2025 08:52:11	248	621.20	XLON	00356650467TRLO1
13 October 2025 08:53:15	256	620.80	XLON	00356651061TRLO1
13 October 2025 08:54:44	262	622.00	XLON	00356651762TRLO1
13 October 2025 08:58:14	242	623.00	XLON	00356653186TRLO1
13 October 2025 08:58:22	257	622.40	XLON	00356653249TRLO1
13 October 2025 08:58:23	244	622.20	XLON	00356653254TRLO1
13 October 2025 08:59:02	252	621.80	XLON	00356653643TRLO1
13 October 2025 09:03:31	515	621.40	XLON	00356655640TRLO1
13 October 2025 09:09:10	495	621.40	XLON	00356657916TRLO1

13 October 2025 09:12:02	740	621.20	XLON	00356659195TRLO1
13 October 2025 09:15:09	263	622.80	XLON	00356660639TRLO1
13 October 2025 09:16:58	404	622.40	XLON	00356661445TRLO1
13 October 2025 09:16:58	80	622.40	XLON	00356661446TRLO1
13 October 2025 09:16:58	501	622.40	XLON	00356661447TRLO1
13 October 2025 09:16:59	502	622.60	XLON	00356661458TRLO1
13 October 2025 09:17:01	494	622.60	XLON	00356661467TRLO1
13 October 2025 09:17:04	259	622.60	XLON	00356661489TRLO1
13 October 2025 09:17:30	251	622.60	XLON	00356661683TRLO1
13 October 2025 09:23:50	261	621.60	XLON	00356665711TRLO1
13 October 2025 09:23:50	260	621.60	XLON	00356665712TRLO1
13 October 2025 09:30:28	256	621.40	XLON	00356668455TRLO1
13 October 2025 09:33:34	260	621.80	XLON	00356670514TRLO1
13 October 2025 09:33:36	247	621.20	XLON	00356670537TRLO1
13 October 2025 09:34:34	262	621.80	XLON	00356671179TRLO1
13 October 2025 09:35:35	260	621.80	XLON	00356671665TRLO1
13 October 2025 09:39:44	246	621.40	XLON	00356673802TRLO1
13 October 2025 09:43:52	415	621.20	XLON	00356675774TRLO1
13 October 2025 09:43:52	75	621.20	XLON	00356675775TRLO1
13 October 2025 09:44:06	501	620.80	XLON	00356675901TRLO1
13 October 2025 09:46:27	193	621.00	XLON	00356677019TRLO1
13 October 2025 09:46:27	328	621.00	XLON	00356677020TRLO1
13 October 2025 09:48:18	259	620.80	XLON	00356677878TRLO1
13 October 2025 09:55:20	509	620.60	XLON	00356681346TRLO1
13 October 2025 10:00:09	246	620.60	XLON	00356684157TRLO1
13 October 2025 10:02:11	246	620.00	XLON	00356685218TRLO1
13 October 2025 10:04:32	245	619.80	XLON	00356686490TRLO1
13 October 2025 10:07:32	240	620.60	XLON	00356688018TRLO1
13 October 2025 10:16:48	38	621.20	XLON	00356692632TRLO1
13 October 2025 10:16:48	444	621.20	XLON	00356692633TRLO1
13 October 2025 10:17:47	518	621.00	XLON	00356693079TRLO1
13 October 2025 10:17:47	259	621.00	XLON	00356693080TRLO1
13 October 2025 10:19:27	738	621.00	XLON	00356694001TRLO1
13 October 2025	494		XLON	00356694708TRLO1

10:20:52		620.00		
13 October 2025 10:22:38	490	620.00	XLON	00356695593TRLO1
13 October 2025 10:29:53	259	619.60	XLON	00356699393TRLO1
13 October 2025 10:32:32	508	619.60	XLON	00356700661TRLO1
13 October 2025 10:34:40	520	620.00	XLON	00356701704TRLO1
13 October 2025 10:37:41	489	619.80	XLON	00356703004TRLO1
13 October 2025 10:46:23	244	619.80	XLON	00356708396TRLO1
13 October 2025 10:46:23	243	619.80	XLON	00356708397TRLO1
13 October 2025 10:47:43	479	619.20	XLON	00356709754TRLO1
13 October 2025 10:49:10	507	619.20	XLON	00356711058TRLO1
13 October 2025 10:52:34	240	619.40	XLON	00356713646TRLO1
13 October 2025 10:59:32	509	620.20	XLON	00356719089TRLO1
13 October 2025 11:01:04	244	620.00	XLON	00356719246TRLO1
13 October 2025 11:06:19	240	620.60	XLON	00356719621TRLO1
13 October 2025 11:13:44	723	620.80	XLON	00356720083TRLO1
13 October 2025 11:19:34	248	621.00	XLON	00356720514TRLO1
13 October 2025 11:20:57	251	621.20	XLON	00356720626TRLO1
13 October 2025 11:20:57	251	621.20	XLON	00356720627TRLO1
13 October 2025 11:26:33	251	621.00	XLON	00356720960TRLO1
13 October 2025 11:26:33	251	621.00	XLON	00356720961TRLO1
13 October 2025 11:26:33	250	621.00	XLON	00356720962TRLO1
13 October 2025 11:27:20	32	621.60	XLON	00356720988TRLO1
13 October 2025 11:29:59	731	621.40	XLON	00356721060TRLO1
13 October 2025 11:38:18	490	622.80	XLON	00356721408TRLO1
13 October 2025 11:38:37	505	622.60	XLON	00356721431TRLO1
13 October 2025 11:38:37	485	622.20	XLON	00356721432TRLO1
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13 October 2025 11:39:31	306	622.60	XLON	00356721501TRLO1
13 October 2025 11:39:31	219	622.60	XLON	00356721502TRLO1
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13 October 2025 11:40:30	246	622.60	XLON	00356721569TRLO1
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13 October 2025 11:47:00	743	622.20	XLON	00356721862TRLO1

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13 October 2025 11:52:45	262	621.40	XLON	00356722088TRLO1
13 October 2025 11:52:45	261	621.40	XLON	00356722089TRLO1
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13 October 2025 12:06:49	253	622.40	XLON	00356723121TRLO1
13 October 2025 12:06:58	252	622.20	XLON	00356723142TRLO1
13 October 2025 12:10:46	252	621.60	XLON	00356723286TRLO1
13 October 2025 12:15:56	519	622.00	XLON	00356723555TRLO1
13 October 2025 12:18:28	248	623.00	XLON	00356723680TRLO1
13 October 2025 12:22:06	257	623.00	XLON	00356723807TRLO1
13 October 2025 12:23:19	240	622.60	XLON	00356723879TRLO1
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13 October 2025 12:27:18	485	622.00	XLON	00356724088TRLO1
13 October 2025 12:35:59	362	622.80	XLON	00356724556TRLO1
13 October 2025 12:35:59	92	622.80	XLON	00356724557TRLO1
13 October 2025 12:35:59	29	622.80	XLON	00356724558TRLO1
13 October 2025 12:41:14	260	623.60	XLON	00356724876TRLO1
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13 October 2025 12:44:53	254	623.40	XLON	00356725026TRLO1
13 October 2025 12:44:53	511	623.00	XLON	00356725027TRLO1
13 October 2025 12:44:53	512	622.40	XLON	00356725028TRLO1
13 October 2025 12:48:11	249	621.20	XLON	00356725167TRLO1
13 October 2025 12:51:31	263	621.60	XLON	00356725267TRLO1
13 October 2025 12:57:28	262	622.00	XLON	00356725451TRLO1
13 October 2025 12:59:55	245	622.40	XLON	00356725527TRLO1
13 October 2025 13:04:12	521	622.40	XLON	00356725694TRLO1
13 October 2025 13:05:34	243	622.00	XLON	00356725735TRLO1
13 October 2025 13:07:23	506	622.20	XLON	00356725799TRLO1
13 October 2025 13:14:19	251	622.40	XLON	00356726285TRLO1
13 October 2025 13:18:00	524	622.60	XLON	00356726508TRLO1
13 October 2025 13:21:37	510	622.40	XLON	00356726632TRLO1
13 October 2025 13:26:38	521	623.80	XLON	00356726942TRLO1
13 October 2025 13:28:22	511	622.80	XLON	00356726991TRLO1

13:28:02		623.60		
13 October 2025 13:38:03	491	624.00	XLON	00356727552TRLO1
13 October 2025 13:38:03	491	623.80	XLON	00356727553TRLO1
13 October 2025 13:44:56	515	624.80	XLON	00356728054TRLO1
13 October 2025 13:52:38	504	624.60	XLON	00356728352TRLO1
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13 October 2025 13:55:14	256	624.80	XLON	00356728453TRLO1
13 October 2025 13:55:35	263	625.60	XLON	00356728475TRLO1
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13 October 2025 13:56:28	242	625.40	XLON	00356728533TRLO1
13 October 2025 13:57:11	501	625.20	XLON	00356728552TRLO1
13 October 2025 14:00:47	491	625.00	XLON	00356728786TRLO1
13 October 2025 14:05:07	481	625.00	XLON	00356729118TRLO1
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13 October 2025 14:06:34	735	625.00	XLON	00356729169TRLO1
13 October 2025 14:11:39	522	624.00	XLON	00356729429TRLO1
13 October 2025 14:16:49	261	623.80	XLON	00356729769TRLO1
13 October 2025 14:16:49	521	623.80	XLON	00356729770TRLO1
13 October 2025 14:19:13	503	624.40	XLON	00356729844TRLO1
13 October 2025 14:20:00	480	624.60	XLON	00356729934TRLO1
13 October 2025 14:28:54	1,453	624.80	XLON	00356730327TRLO1
13 October 2025 14:30:03	658	624.80	XLON	00356730418TRLO1
13 October 2025 14:30:03	578	624.80	XLON	00356730419TRLO1
13 October 2025 14:33:12	981	624.60	XLON	00356730887TRLO1
13 October 2025 14:45:43	745	622.60	XLON	00356732171TRLO1
13 October 2025 14:46:37	753	622.60	XLON	00356732221TRLO1
13 October 2025 14:47:40	719	622.60	XLON	00356732354TRLO1
13 October 2025 14:48:53	65	622.20	XLON	00356732501TRLO1
13 October 2025 14:48:53	140	622.20	XLON	00356732502TRLO1
13 October 2025 14:48:53	15	622.20	XLON	00356732503TRLO1
13 October 2025 14:48:53	305	622.20	XLON	00356732504TRLO1
13 October 2025 14:54:00	773	622.60	XLON	00356732974TRLO1
13 October 2025 14:55:04	477	622.40	XLON	00356733070TRLO1
13 October 2025 14:55:04	515	622.40	XLON	00356733071TRLO1

13 October 2025 14:59:06	484	624.20	XLON	00356733473TRLO1
13 October 2025 14:59:08	512	624.60	XLON	00356733476TRLO1
13 October 2025 15:01:29	491	625.20	XLON	00356733726TRLO1
13 October 2025 15:02:35	505	625.20	XLON	00356733826TRLO1
13 October 2025 15:03:01	506	625.20	XLON	00356733907TRLO1
13 October 2025 15:05:33	483	625.60	XLON	00356734224TRLO1
13 October 2025 15:07:16	726	625.40	XLON	00356734360TRLO1
13 October 2025 15:07:17	764	625.20	XLON	00356734363TRLO1
13 October 2025 15:10:00	763	625.60	XLON	00356734601TRLO1
13 October 2025 15:12:36	740	625.80	XLON	00356734834TRLO1
13 October 2025 15:15:00	779	626.00	XLON	00356735132TRLO1
13 October 2025 15:19:11	736	626.20	XLON	00356735519TRLO1
13 October 2025 15:19:26	718	626.00	XLON	00356735545TRLO1
13 October 2025 15:19:30	243	625.40	XLON	00356735549TRLO1
13 October 2025 15:20:56	488	625.60	XLON	00356735683TRLO1
13 October 2025 15:22:42	786	624.60	XLON	00356735831TRLO1
13 October 2025 15:28:15	775	624.00	XLON	00356736183TRLO1
13 October 2025 15:28:37	601	624.20	XLON	00356736213TRLO1
13 October 2025 15:28:37	133	624.20	XLON	00356736214TRLO1
13 October 2025 15:30:31	748	624.20	XLON	00356736388TRLO1
13 October 2025 15:33:47	490	624.60	XLON	00356736637TRLO1
13 October 2025 15:36:03	750	624.80	XLON	00356736908TRLO1
13 October 2025 15:39:18	759	624.80	XLON	00356737253TRLO1
13 October 2025 15:41:54	777	624.40	XLON	00356737526TRLO1
13 October 2025 15:43:37	485	624.20	XLON	00356737685TRLO1
13 October 2025 15:47:05	479	624.40	XLON	00356737956TRLO1
13 October 2025 15:47:05	158	624.40	XLON	00356737957TRLO1
13 October 2025 15:47:05	81	624.40	XLON	00356737958TRLO1
13 October 2025 15:50:25	759	623.80	XLON	00356738150TRLO1
13 October 2025 15:52:09	726	623.80	XLON	00356738221TRLO1
13 October 2025 15:55:02	250	623.60	XLON	00356738478TRLO1
13 October 2025 15:55:02	751	623.60	XLON	00356738479TRLO1
13 October 2025 15:55:02	250	623.60	XLON	00356738480TRLO1
13 October 2025 15:58:46	1 244	624.00	XLON	00356738861TRLO1

13.00.40	1,244	624.00		
13 October 2025 15:59:36	1,001	624.00	XLON	00356738914TRLO1
13 October 2025 16:01:55	1,030	623.60	XLON	00356739224TRLO1
13 October 2025 16:03:43	983	622.60	XLON	00356739348TRLO1
13 October 2025 16:06:53	188	623.00	XLON	00356739560TRLO1
13 October 2025 16:06:53	1,112	623.00	XLON	00356739561TRLO1
13 October 2025 16:07:50	243	622.80	XLON	00356739624TRLO1
13 October 2025 16:07:50	242	622.80	XLON	00356739625TRLO1
13 October 2025 16:07:50	486	622.80	XLON	00356739626TRLO1
13 October 2025 16:10:32	760	622.40	XLON	00356739766TRLO1
13 October 2025 16:10:32	253	622.40	XLON	00356739767TRLO1
13 October 2025 16:15:03	1,469	622.40	XLON	00356740192TRLO1
13 October 2025 16:19:22	1,713	623.40	XLON	00356740611TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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