

16th 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:	15 th October 2025
Aggregate number of ordinary shares purchased:	98,339
Lowest price per share (pence):	616.40
Highest price per share (pence):	622.60
Weighted average price per day (pence):	618.9511

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,805,279 ordinary shares in treasury and has 1,261,670,042 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	618.9511	98,339	616.40	622.60

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
15 October 2025 08:00:05	239	619.40	XLON	00356972514TRLO1
15 October 2025 08:01:19	481	617.40	XLON	00356973405TRLO1
15 October 2025 08:02:02	242	617.00	XLON	00356973712TRLO1
15 October 2025 08:06:13	251	619.80	XLON	00356975752TRLO1
15 October 2025 08:06:16	138	619.60	XLON	00356975773TRLO1
15 October 2025 08:11:42	515	619.20	XLON	00356977875TRLO1
15 October 2025 08:11:55	486	619.00	XLON	00356977950TRLO1
15 October 2025 08:12:23	494	620.20	XLON	00356978103TRLO1
15 October 2025 08:13:41	485	619.00	XLON	00356979211TRLO1
15 October 2025 08:13:42	523	617.20	XLON	00356979215TRLO1
15 October 2025 08:25:40	245	616.40	XLON	00356984188TRLO1
15 October 2025	244		XLON	00356984188TRLO1

08:26:40	241	617.20	XLON	00356984826TRLO1
15 October 2025 08:26:40	240	617.20	XLON	00356984827TRLO1
15 October 2025 08:28:35	252	618.60	XLON	00356986206TRLO1
15 October 2025 08:29:04	260	617.80	XLON	00356986659TRLO1
15 October 2025 08:29:04	260	617.80	XLON	00356986660TRLO1
15 October 2025 08:29:23	245	617.60	XLON	00356986857TRLO1
15 October 2025 08:29:23	245	617.60	XLON	00356986858TRLO1
15 October 2025 08:29:53	124	617.60	XLON	00356987207TRLO1
15 October 2025 08:30:09	132	617.60	XLON	00356987387TRLO1
15 October 2025 08:30:09	124	617.60	XLON	00356987388TRLO1
15 October 2025 08:30:14	150	617.20	XLON	00356987458TRLO1
15 October 2025 08:30:14	103	617.20	XLON	00356987459TRLO1
15 October 2025 08:30:48	197	616.60	XLON	00356987959TRLO1
15 October 2025 08:32:16	259	617.40	XLON	00356989184TRLO1
15 October 2025 08:36:35	250	617.60	XLON	00356992489TRLO1
15 October 2025 08:36:38	245	617.40	XLON	00356992519TRLO1
15 October 2025 08:38:54	111	617.60	XLON	00356994383TRLO1
15 October 2025 08:38:54	137	617.60	XLON	00356994384TRLO1
15 October 2025 08:39:18	204	617.00	XLON	00356994715TRLO1
15 October 2025 08:39:18	45	617.00	XLON	00356994716TRLO1
15 October 2025 08:41:52	260	617.40	XLON	00356996843TRLO1
15 October 2025 08:43:16	262	616.60	XLON	00356997989TRLO1
15 October 2025 08:48:48	487	618.80	XLON	00357002631TRLO1
15 October 2025 08:48:53	487	618.60	XLON	00357002705TRLO1
15 October 2025 08:51:20	242	619.60	XLON	00357005221TRLO1
15 October 2025 08:51:41	262	619.40	XLON	00357005671TRLO1
15 October 2025 08:52:20	246	619.40	XLON	00357006085TRLO1
15 October 2025 08:53:56	250	619.20	XLON	00357007518TRLO1
15 October 2025 08:53:56	249	619.20	XLON	00357007519TRLO1
15 October 2025 08:57:10	244	619.20	XLON	00357010444TRLO1
15 October 2025 09:00:01	258	619.80	XLON	00357012998TRLO1
15 October 2025 09:02:44	256	619.20	XLON	00357015292TRLO1
15 October 2025 09:02:44	236	619.20	XLON	00357015293TRLO1
15 October 2025 09:04:52	41	619.40	XLON	00357017342TRLO1

15 October 2025 09:05:34	262	619.20	XLON	00357017640TRLO1
15 October 2025 09:05:40	240	618.40	XLON	00357017868TRLO1
15 October 2025 09:12:41	247	618.00	XLON	00357022259TRLO1
15 October 2025 09:15:41	12	618.80	XLON	00357024397TRLO1
15 October 2025 09:15:41	504	618.80	XLON	00357024398TRLO1
15 October 2025 09:17:33	251	618.40	XLON	00357025537TRLO1
15 October 2025 09:17:33	250	618.40	XLON	00357025538TRLO1
15 October 2025 09:18:30	495	619.80	XLON	00357026161TRLO1
15 October 2025 09:22:44	785	619.60	XLON	00357029302TRLO1
15 October 2025 09:22:48	784	619.40	XLON	00357029321TRLO1
15 October 2025 09:22:52	137	619.60	XLON	00357029350TRLO1
15 October 2025 09:24:11	23	619.80	XLON	00357030216TRLO1
15 October 2025 09:24:11	509	619.80	XLON	00357030217TRLO1
15 October 2025 09:24:11	231	619.80	XLON	00357030218TRLO1
15 October 2025 09:27:09	258	619.60	XLON	00357031890TRLO1
15 October 2025 09:27:47	256	619.60	XLON	00357032213TRLO1
15 October 2025 09:28:06	248	619.40	XLON	00357032378TRLO1
15 October 2025 09:28:06	263	619.40	XLON	00357032379TRLO1
15 October 2025 09:31:06	250	618.60	XLON	00357033879TRLO1
15 October 2025 09:31:16	252	618.40	XLON	00357033941TRLO1
15 October 2025 09:39:34	445	617.60	XLON	00357038120TRLO1
15 October 2025 09:39:34	47	617.60	XLON	00357038121TRLO1
15 October 2025 09:42:12	490	617.40	XLON	00357039464TRLO1
15 October 2025 09:42:12	488	617.20	XLON	00357039465TRLO1
15 October 2025 09:45:08	258	616.40	XLON	00357040883TRLO1
15 October 2025 09:45:08	257	616.40	XLON	00357040884TRLO1
15 October 2025 09:45:11	244	616.60	XLON	00357040897TRLO1
15 October 2025 09:52:57	488	617.00	XLON	00357044716TRLO1
15 October 2025 09:52:57	244	617.00	XLON	00357044717TRLO1
15 October 2025 10:06:47	972	618.40	XLON	00357052348TRLO1
15 October 2025 10:16:03	979	620.40	XLON	00357057663TRLO1
15 October 2025 10:17:26	781	619.60	XLON	00357058389TRLO1
15 October 2025 10:24:08	247	620.20	XLON	00357062153TRLO1
15 October 2025	250		XLON	00357062154TRLO1

10:24:08		620.20		
15 October 2025 10:24:08	249	620.20	XLON	00357062155TRLO1
15 October 2025 10:29:42	71	620.20	XLON	00357065955TRLO1
15 October 2025 10:29:42	431	620.20	XLON	00357065956TRLO1
15 October 2025 10:36:53	522	620.40	XLON	00357070561TRLO1
15 October 2025 10:41:40	503	620.20	XLON	00357074087TRLO1
15 October 2025 10:41:40	251	620.20	XLON	00357074088TRLO1
15 October 2025 10:42:35	490	620.40	XLON	00357074766TRLO1
15 October 2025 10:45:54	502	619.40	XLON	00357077050TRLO1
15 October 2025 10:50:16	502	619.80	XLON	00357082740TRLO1
15 October 2025 10:50:36	495	619.60	XLON	00357083116TRLO1
15 October 2025 10:56:30	788	618.80	XLON	00357088231TRLO1
15 October 2025 11:01:38	252	619.00	XLON	00357090375TRLO1
15 October 2025 11:01:38	252	619.00	XLON	00357090376TRLO1
15 October 2025 11:21:27	410	619.20	XLON	00357091705TRLO1
15 October 2025 11:22:52	727	619.20	XLON	00357091801TRLO1
15 October 2025 11:23:23	751	619.00	XLON	00357091835TRLO1
15 October 2025 11:30:18	744	619.00	XLON	00357092203TRLO1
15 October 2025 11:31:18	18	618.80	XLON	00357092289TRLO1
15 October 2025 11:34:20	480	618.80	XLON	00357092530TRLO1
15 October 2025 11:34:20	240	618.80	XLON	00357092531TRLO1
15 October 2025 11:38:17	751	617.80	XLON	00357092961TRLO1
15 October 2025 11:38:57	496	617.80	XLON	00357092994TRLO1
15 October 2025 11:42:17	494	617.60	XLON	00357093186TRLO1
15 October 2025 11:43:23	496	617.20	XLON	00357093231TRLO1
15 October 2025 12:00:00	483	617.60	XLON	00357094020TRLO1
15 October 2025 12:04:51	498	618.20	XLON	00357094324TRLO1
15 October 2025 12:05:34	519	618.00	XLON	00357094336TRLO1
15 October 2025 12:05:34	149	618.00	XLON	00357094337TRLO1
15 October 2025 12:05:34	373	618.00	XLON	00357094338TRLO1
15 October 2025 12:05:49	522	618.20	XLON	00357094351TRLO1
15 October 2025 12:11:51	1,025	618.40	XLON	00357094601TRLO1
15 October 2025 12:25:09	1,049	618.20	XLON	00357095162TRLO1
15 October 2025 12:26:24	725	618.00	XLON	00357095229TRLO1

15 October 2025 12:29:13	500	617.40	XLON	00357095363TRLO1
15 October 2025 12:34:43	740	617.20	XLON	00357095637TRLO1
15 October 2025 12:36:08	768	617.00	XLON	00357095676TRLO1
15 October 2025 12:46:30	170	617.20	XLON	00357096035TRLO1
15 October 2025 12:46:30	346	617.20	XLON	00357096036TRLO1
15 October 2025 12:53:06	750	617.60	XLON	00357096234TRLO1
15 October 2025 12:53:11	241	617.00	XLON	00357096240TRLO1
15 October 2025 13:04:40	723	617.60	XLON	00357096816TRLO1
15 October 2025 13:17:32	507	619.20	XLON	00357097300TRLO1
15 October 2025 13:28:44	721	619.80	XLON	00357097836TRLO1
15 October 2025 13:29:10	744	619.80	XLON	00357097868TRLO1
15 October 2025 13:30:13	724	620.00	XLON	00357097918TRLO1
15 October 2025 13:32:00	526	619.80	XLON	00357098037TRLO1
15 October 2025 13:32:00	262	619.80	XLON	00357098038TRLO1
15 October 2025 13:32:57	721	619.60	XLON	00357098071TRLO1
15 October 2025 13:33:02	521	619.60	XLON	00357098080TRLO1
15 October 2025 13:39:41	486	619.20	XLON	00357098340TRLO1
15 October 2025 13:44:03	509	619.60	XLON	00357098475TRLO1
15 October 2025 13:46:18	514	619.60	XLON	00357098593TRLO1
15 October 2025 13:46:43	481	619.40	XLON	00357098605TRLO1
15 October 2025 13:49:25	505	619.80	XLON	00357098724TRLO1
15 October 2025 13:50:20	515	619.80	XLON	00357098769TRLO1
15 October 2025 13:50:20	257	619.80	XLON	00357098770TRLO1
15 October 2025 13:53:40	263	620.00	XLON	00357098886TRLO1
15 October 2025 13:54:21	234	618.80	XLON	00357098911TRLO1
15 October 2025 13:54:21	22	618.80	XLON	00357098912TRLO1
15 October 2025 13:54:22	255	618.40	XLON	00357098915TRLO1
15 October 2025 14:01:59	513	619.60	XLON	00357099231TRLO1
15 October 2025 14:04:47	487	619.40	XLON	00357099347TRLO1
15 October 2025 14:05:14	5	618.80	XLON	00357099376TRLO1
15 October 2025 14:07:13	509	618.80	XLON	00357099563TRLO1
15 October 2025 14:07:13	261	618.80	XLON	00357099564TRLO1
15 October 2025 14:13:20	506	620.00	XLON	00357099817TRLO1
15 October 2025 14:18:11	491	620.00	XLON	00357100181TRLO1

14:18:11		620.20		
15 October 2025 14:23:00	965	622.60	XLON	00357100410TRLO1
15 October 2025 14:23:00	1,007	622.40	XLON	00357100411TRLO1
15 October 2025 14:23:27	1,008	622.20	XLON	00357100427TRLO1
15 October 2025 14:23:29	753	622.00	XLON	00357100430TRLO1
15 October 2025 14:25:06	481	621.60	XLON	00357100505TRLO1
15 October 2025 14:28:01	259	621.60	XLON	00357100725TRLO1
15 October 2025 14:30:20	500	621.60	XLON	00357100821TRLO1
15 October 2025 14:30:24	519	621.40	XLON	00357100824TRLO1
15 October 2025 14:31:59	497	620.20	XLON	00357100994TRLO1
15 October 2025 14:33:46	720	620.40	XLON	00357101048TRLO1
15 October 2025 14:35:28	424	619.80	XLON	00357101161TRLO1
15 October 2025 14:35:28	90	619.80	XLON	00357101162TRLO1
15 October 2025 14:43:34	728	619.40	XLON	00357101990TRLO1
15 October 2025 14:43:55	518	619.00	XLON	00357102044TRLO1
15 October 2025 14:46:31	721	619.20	XLON	00357102248TRLO1
15 October 2025 14:49:38	773	618.00	XLON	00357102704TRLO1
15 October 2025 14:50:05	481	617.60	XLON	00357102766TRLO1
15 October 2025 14:50:09	489	617.00	XLON	00357102771TRLO1
15 October 2025 14:54:57	487	617.80	XLON	00357103363TRLO1
15 October 2025 14:57:04	774	618.40	XLON	00357103603TRLO1
15 October 2025 14:57:28	740	617.80	XLON	00357103674TRLO1
15 October 2025 15:02:16	770	619.00	XLON	00357104035TRLO1
15 October 2025 15:07:49	430	619.20	XLON	00357104379TRLO1
15 October 2025 15:07:49	66	619.20	XLON	00357104380TRLO1
15 October 2025 15:08:00	491	619.00	XLON	00357104458TRLO1
15 October 2025 15:09:02	523	620.20	XLON	00357104643TRLO1
15 October 2025 15:09:04	492	620.00	XLON	00357104645TRLO1
15 October 2025 15:09:34	494	620.00	XLON	00357104691TRLO1
15 October 2025 15:09:35	497	619.80	XLON	00357104695TRLO1
15 October 2025 15:09:37	497	619.40	XLON	00357104697TRLO1
15 October 2025 15:10:54	137	619.20	XLON	00357104820TRLO1
15 October 2025 15:10:54	356	619.20	XLON	00357104821TRLO1
15 October 2025 15:11:57	340	619.00	XLON	00357104913TRLO1

15 October 2025 15:11:57	146	619.00	XLON	00357104914TRLO1
15 October 2025 15:12:49	521	619.00	XLON	00357104996TRLO1
15 October 2025 15:14:11	508	619.20	XLON	00357105239TRLO1
15 October 2025 15:15:22	509	619.00	XLON	00357105306TRLO1
15 October 2025 15:15:59	513	618.60	XLON	00357105341TRLO1
15 October 2025 15:25:07	516	618.40	XLON	00357106135TRLO1
15 October 2025 15:25:07	258	618.40	XLON	00357106136TRLO1
15 October 2025 15:27:49	498	618.40	XLON	00357106279TRLO1
15 October 2025 15:29:23	488	618.20	XLON	00357106368TRLO1
15 October 2025 15:29:24	510	618.00	XLON	00357106370TRLO1
15 October 2025 15:31:36	522	618.60	XLON	00357106524TRLO1
15 October 2025 15:33:38	480	619.40	XLON	00357106645TRLO1
15 October 2025 15:35:59	493	619.40	XLON	00357106836TRLO1
15 October 2025 15:37:23	486	619.20	XLON	00357106922TRLO1
15 October 2025 15:38:18	525	619.20	XLON	00357106976TRLO1
15 October 2025 15:40:01	521	619.00	XLON	00357107085TRLO1
15 October 2025 15:40:08	488	618.80	XLON	00357107101TRLO1
15 October 2025 15:40:09	265	618.80	XLON	00357107102TRLO1
15 October 2025 15:40:09	29	618.80	XLON	00357107103TRLO1
15 October 2025 15:40:09	230	618.80	XLON	00357107104TRLO1
15 October 2025 15:42:00	509	618.40	XLON	00357107291TRLO1
15 October 2025 15:44:51	219	618.60	XLON	00357107448TRLO1
15 October 2025 15:45:08	728	618.60	XLON	00357107469TRLO1
15 October 2025 15:47:12	490	618.40	XLON	00357107553TRLO1
15 October 2025 15:49:10	519	618.20	XLON	00357107683TRLO1
15 October 2025 15:50:20	526	618.60	XLON	00357107793TRLO1
15 October 2025 15:50:28	520	618.40	XLON	00357107813TRLO1
15 October 2025 15:51:04	484	618.20	XLON	00357107877TRLO1
15 October 2025 15:51:07	261	617.80	XLON	00357107881TRLO1
15 October 2025 15:53:28	244	618.00	XLON	00357108128TRLO1
15 October 2025 15:53:28	487	618.00	XLON	00357108129TRLO1
15 October 2025 15:55:35	501	618.00	XLON	00357108257TRLO1
15 October 2025 15:57:16	491	617.60	XLON	00357108400TRLO1
15 October 2025 15:58:20	491	618.00	XLON	00357108489TRLO1

15 October 2025 16:00:09		618.00		
15 October 2025 16:00:16	507	619.00	XLON	00357108705TRLO1
15 October 2025 16:00:18	496	618.60	XLON	00357108711TRLO1
15 October 2025 16:01:10	249	618.40	XLON	00357108840TRLO1
15 October 2025 16:02:09	494	619.00	XLON	00357108961TRLO1
15 October 2025 16:03:37	498	618.60	XLON	00357109058TRLO1
15 October 2025 16:03:37	248	618.60	XLON	00357109059TRLO1
15 October 2025 16:09:21	996	619.00	XLON	00357109526TRLO1
15 October 2025 16:12:11	984	619.20	XLON	00357109700TRLO1
15 October 2025 16:12:13	253	618.80	XLON	00357109702TRLO1
15 October 2025 16:14:42	1,028	619.00	XLON	00357109866TRLO1
15 October 2025 16:16:27	772	619.00	XLON	00357110365TRLO1
15 October 2025 16:16:27	258	619.00	XLON	00357110366TRLO1
15 October 2025 16:16:54	253	619.00	XLON	00357110432TRLO1
15 October 2025 16:17:13	247	618.80	XLON	00357110475TRLO1
15 October 2025 16:19:40	1,052	618.80	XLON	00357110734TRLO1
15 October 2025 16:19:40	434	618.80	XLON	00357110735TRLO1
15 October 2025 16:19:41	247	618.80	XLON	00357110743TRLO1
15 October 2025 16:19:47	135	618.60	XLON	00357110754TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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