

17th 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:	16 th October 2025
Aggregate number of ordinary shares purchased:	97,867
Lowest price per share (pence):	613.00
Highest price per share (pence):	626.80
Weighted average price per day (pence):	620.3413

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,903,146 ordinary shares in treasury and has 1,261,572,175 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	620.3413	97,867	613.00	626.80

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
16 October 2025 08:00:49	242	622.20	XLON	00357202878TRLO1
16 October 2025 08:02:53	254	618.40	XLON	00357204108TRLO1
16 October 2025 08:04:46	241	617.20	XLON	00357205139TRLO1
16 October 2025 08:07:46	501	616.20	XLON	00357206706TRLO1
16 October 2025 08:11:09	502	616.00	XLON	00357208783TRLO1
16 October 2025 08:12:34	493	617.40	XLON	00357209754TRLO1
16 October 2025 08:12:34	252	616.60	XLON	00357209757TRLO1
16 October 2025 08:12:45	255	616.40	XLON	00357209885TRLO1
16 October 2025 08:14:17	255	617.00	XLON	00357211340TRLO1
16 October 2025 08:17:08	247	618.40	XLON	00357213023TRLO1
16 October 2025 08:17:08	260	617.80	XLON	00357213024TRLO1
16 October 2025	260		XLON	00357213025TRLO1

08:17:45	200	617.40	XLON	00357213262TRLO1
16 October 2025 08:17:47	242	616.60	XLON	00357213277TRLO1
16 October 2025 08:17:49	242	616.20	XLON	00357213289TRLO1
16 October 2025 08:20:15	7	616.40	XLON	00357214558TRLO1
16 October 2025 08:20:41	483	616.40	XLON	00357214776TRLO1
16 October 2025 08:28:56	244	617.20	XLON	00357219841TRLO1
16 October 2025 08:29:30	243	616.60	XLON	00357220198TRLO1
16 October 2025 08:30:30	262	615.80	XLON	00357220796TRLO1
16 October 2025 08:30:30	262	615.80	XLON	00357220797TRLO1
16 October 2025 08:30:34	60	615.40	XLON	00357220903TRLO1
16 October 2025 08:31:02	242	615.20	XLON	00357221185TRLO1
16 October 2025 08:31:23	259	614.80	XLON	00357221335TRLO1
16 October 2025 08:34:09	221	614.40	XLON	00357223111TRLO1
16 October 2025 08:34:09	21	614.40	XLON	00357223112TRLO1
16 October 2025 08:35:13	255	613.60	XLON	00357223814TRLO1
16 October 2025 08:35:49	242	613.00	XLON	00357224285TRLO1
16 October 2025 08:38:25	245	614.60	XLON	00357226010TRLO1
16 October 2025 08:39:26	253	614.00	XLON	00357226662TRLO1
16 October 2025 08:40:09	263	613.40	XLON	00357227257TRLO1
16 October 2025 08:43:04	248	614.60	XLON	00357229414TRLO1
16 October 2025 08:46:50	257	615.80	XLON	00357231914TRLO1
16 October 2025 08:48:06	250	616.40	XLON	00357233007TRLO1
16 October 2025 08:51:08	510	617.60	XLON	00357235292TRLO1
16 October 2025 08:53:27	482	617.80	XLON	00357237655TRLO1
16 October 2025 08:56:13	494	617.80	XLON	00357240085TRLO1
16 October 2025 08:56:13	478	617.40	XLON	00357240089TRLO1
16 October 2025 08:56:13	15	617.40	XLON	00357240090TRLO1
16 October 2025 08:56:17	251	617.80	XLON	00357240160TRLO1
16 October 2025 08:56:20	247	617.80	XLON	00357240193TRLO1
16 October 2025 08:56:20	244	617.60	XLON	00357240210TRLO1
16 October 2025 08:56:24	253	617.40	XLON	00357240251TRLO1
16 October 2025 08:56:36	245	617.80	XLON	00357240403TRLO1
16 October 2025 09:00:47	255	617.60	XLON	00357245103TRLO1
16 October 2025 09:02:23	250	618.40	XLON	00357246180TRLO1

16 October 2025 09:05:27	253	618.20	XLON	00357248376TRLO1
16 October 2025 09:05:27	252	618.20	XLON	00357248377TRLO1
16 October 2025 09:11:04	258	620.00	XLON	00357252944TRLO1
16 October 2025 09:12:11	518	619.60	XLON	00357253968TRLO1
16 October 2025 09:12:11	492	619.80	XLON	00357253978TRLO1
16 October 2025 09:13:32	491	620.60	XLON	00357255055TRLO1
16 October 2025 09:13:33	315	620.20	XLON	00357255081TRLO1
16 October 2025 09:25:07	487	622.80	XLON	00357264299TRLO1
16 October 2025 09:26:32	490	622.60	XLON	00357265212TRLO1
16 October 2025 09:26:32	245	622.60	XLON	00357265213TRLO1
16 October 2025 09:26:35	758	622.20	XLON	00357265254TRLO1
16 October 2025 09:26:37	176	621.00	XLON	00357265285TRLO1
16 October 2025 09:26:37	330	621.00	XLON	00357265286TRLO1
16 October 2025 09:37:12	523	622.00	XLON	00357272655TRLO1
16 October 2025 09:41:44	495	623.00	XLON	00357276106TRLO1
16 October 2025 09:43:00	249	622.40	XLON	00357277157TRLO1
16 October 2025 09:44:19	249	622.00	XLON	00357278048TRLO1
16 October 2025 09:44:19	248	622.00	XLON	00357278049TRLO1
16 October 2025 09:52:42	520	623.60	XLON	00357285928TRLO1
16 October 2025 09:53:24	520	623.60	XLON	00357286541TRLO1
16 October 2025 09:53:30	498	623.40	XLON	00357286593TRLO1
16 October 2025 09:54:54	260	623.40	XLON	00357287879TRLO1
16 October 2025 09:57:31	259	623.20	XLON	00357289986TRLO1
16 October 2025 10:06:49	777	626.20	XLON	00357296655TRLO1
16 October 2025 10:12:58	257	626.80	XLON	00357299975TRLO1
16 October 2025 10:12:58	400	626.60	XLON	00357299980TRLO1
16 October 2025 10:13:00	259	626.20	XLON	00357299983TRLO1
16 October 2025 10:14:20	244	626.20	XLON	00357300643TRLO1
16 October 2025 10:15:13	235	626.00	XLON	00357301114TRLO1
16 October 2025 10:15:13	10	626.00	XLON	00357301115TRLO1
16 October 2025 10:15:38	235	625.80	XLON	00357301366TRLO1
16 October 2025 10:15:38	10	625.80	XLON	00357301367TRLO1
16 October 2025 10:24:25	504	626.80	XLON	00357306503TRLO1
16 October 2025	2		XLON	00357308399TRLO1

10:27:43		626.80	XLON	00357308400TRLO1
16 October 2025 10:27:43	502	626.80	XLON	00357308400TRLO1
16 October 2025 10:29:02	171	626.40	XLON	00357309360TRLO1
16 October 2025 10:29:02	309	626.40	XLON	00357309361TRLO1
16 October 2025 10:33:32	251	626.20	XLON	00357312376TRLO1
16 October 2025 10:34:27	242	626.00	XLON	00357312938TRLO1
16 October 2025 10:35:01	250	626.00	XLON	00357313307TRLO1
16 October 2025 10:39:34	250	625.80	XLON	00357316143TRLO1
16 October 2025 10:40:56	263	626.40	XLON	00357316828TRLO1
16 October 2025 10:41:50	498	626.80	XLON	00357317312TRLO1
16 October 2025 10:42:32	487	626.40	XLON	00357317638TRLO1
16 October 2025 10:42:34	510	626.20	XLON	00357317691TRLO1
16 October 2025 10:50:02	502	626.60	XLON	00357321416TRLO1
16 October 2025 10:50:02	502	626.40	XLON	00357321428TRLO1
16 October 2025 10:50:10	483	625.40	XLON	00357321528TRLO1
16 October 2025 10:55:01	259	625.80	XLON	00357324185TRLO1
16 October 2025 10:55:07	241	625.60	XLON	00357324247TRLO1
16 October 2025 10:57:02	522	624.20	XLON	00357325374TRLO1
16 October 2025 11:01:15	260	624.20	XLON	00357326353TRLO1
16 October 2025 11:02:51	248	624.20	XLON	00357326430TRLO1
16 October 2025 11:06:34	481	624.60	XLON	00357326542TRLO1
16 October 2025 11:19:34	1,010	624.40	XLON	00357326997TRLO1
16 October 2025 11:19:44	1,041	624.00	XLON	00357327000TRLO1
16 October 2025 11:19:56	740	623.20	XLON	00357327011TRLO1
16 October 2025 11:28:25	248	622.80	XLON	00357327528TRLO1
16 October 2025 11:35:37	758	622.80	XLON	00357327914TRLO1
16 October 2025 11:37:19	509	622.60	XLON	00357327988TRLO1
16 October 2025 11:44:49	244	622.20	XLON	00357328550TRLO1
16 October 2025 12:03:13	494	623.20	XLON	00357329236TRLO1
16 October 2025 12:09:07	269	623.60	XLON	00357329453TRLO1
16 October 2025 12:09:07	981	623.40	XLON	00357329454TRLO1
16 October 2025 12:09:11	773	623.20	XLON	00357329457TRLO1
16 October 2025 12:15:59	495	623.60	XLON	00357329696TRLO1
16 October 2025 12:17:01	244	623.40	XLON	00357329729TRLO1

16 October 2025 12:17:01	488	623.40	XLON	00357329730TRLO1
16 October 2025 12:17:03	721	623.00	XLON	00357329732TRLO1
16 October 2025 12:31:12	495	623.00	XLON	00357330168TRLO1
16 October 2025 12:35:04	736	623.40	XLON	00357330274TRLO1
16 October 2025 12:35:06	781	623.00	XLON	00357330277TRLO1
16 October 2025 12:47:20	443	623.00	XLON	00357330814TRLO1
16 October 2025 12:47:20	76	623.00	XLON	00357330815TRLO1
16 October 2025 12:47:20	502	622.80	XLON	00357330816TRLO1
16 October 2025 12:47:24	502	622.80	XLON	00357330817TRLO1
16 October 2025 12:48:47	328	622.20	XLON	00357330899TRLO1
16 October 2025 12:48:47	80	622.20	XLON	00357330900TRLO1
16 October 2025 12:48:47	109	622.20	XLON	00357330901TRLO1
16 October 2025 13:10:03	514	621.20	XLON	00357331878TRLO1
16 October 2025 13:15:04	735	620.40	XLON	00357332033TRLO1
16 October 2025 13:19:31	722	620.60	XLON	00357332121TRLO1
16 October 2025 13:21:50	512	620.80	XLON	00357332214TRLO1
16 October 2025 13:23:05	488	620.40	XLON	00357332242TRLO1
16 October 2025 13:23:52	240	619.60	XLON	00357332281TRLO1
16 October 2025 13:23:52	243	619.60	XLON	00357332282TRLO1
16 October 2025 13:23:53	482	619.20	XLON	00357332283TRLO1
16 October 2025 13:34:57	524	620.60	XLON	00357332598TRLO1
16 October 2025 13:36:10	123	620.20	XLON	00357332661TRLO1
16 October 2025 13:36:10	124	620.20	XLON	00357332662TRLO1
16 October 2025 13:36:20	512	620.00	XLON	00357332691TRLO1
16 October 2025 13:39:48	199	620.60	XLON	00357332760TRLO1
16 October 2025 13:39:48	354	620.60	XLON	00357332761TRLO1
16 October 2025 13:43:52	246	620.60	XLON	00357332872TRLO1
16 October 2025 13:50:30	271	620.80	XLON	00357333106TRLO1
16 October 2025 13:54:36	523	621.00	XLON	00357333293TRLO1
16 October 2025 13:54:38	485	620.80	XLON	00357333295TRLO1
16 October 2025 14:00:06	485	620.80	XLON	00357333462TRLO1
16 October 2025 14:00:06	486	620.60	XLON	00357333463TRLO1
16 October 2025 14:00:12	486	620.20	XLON	00357333467TRLO1
16 October 2025 14:00:12	514	620.40	XLON	00357333625TRLO1

14:03:10		619.40		
16 October 2025 14:03:10	404	619.40	XLON	00357333626TRLO1
16 October 2025 14:03:10	90	619.40	XLON	00357333627TRLO1
16 October 2025 14:10:28	243	619.00	XLON	00357334036TRLO1
16 October 2025 14:10:28	243	619.00	XLON	00357334037TRLO1
16 October 2025 14:10:33	240	618.60	XLON	00357334044TRLO1
16 October 2025 14:13:40	520	619.00	XLON	00357334161TRLO1
16 October 2025 14:17:41	510	618.20	XLON	00357334281TRLO1
16 October 2025 14:21:28	488	618.60	XLON	00357334394TRLO1
16 October 2025 14:22:34	250	618.40	XLON	00357334447TRLO1
16 October 2025 14:22:34	250	618.40	XLON	00357334448TRLO1
16 October 2025 14:25:25	153	619.80	XLON	00357334557TRLO1
16 October 2025 14:25:25	98	619.80	XLON	00357334558TRLO1
16 October 2025 14:26:05	131	619.60	XLON	00357334578TRLO1
16 October 2025 14:26:05	224	619.60	XLON	00357334579TRLO1
16 October 2025 14:26:10	508	619.60	XLON	00357334587TRLO1
16 October 2025 14:28:38	499	619.40	XLON	00357334651TRLO1
16 October 2025 14:28:38	19	619.40	XLON	00357334652TRLO1
16 October 2025 14:29:35	786	619.40	XLON	00357334672TRLO1
16 October 2025 14:30:50	754	619.80	XLON	00357334765TRLO1
16 October 2025 14:31:20	496	619.60	XLON	00357334810TRLO1
16 October 2025 14:31:20	247	619.60	XLON	00357334811TRLO1
16 October 2025 14:31:40	306	619.00	XLON	00357334826TRLO1
16 October 2025 14:31:40	199	619.00	XLON	00357334827TRLO1
16 October 2025 14:32:16	486	619.00	XLON	00357334879TRLO1
16 October 2025 14:32:29	513	618.80	XLON	00357334883TRLO1
16 October 2025 14:33:20	494	618.40	XLON	00357334939TRLO1
16 October 2025 14:33:46	516	618.00	XLON	00357334956TRLO1
16 October 2025 14:35:20	487	618.20	XLON	00357335032TRLO1
16 October 2025 14:38:41	250	618.80	XLON	00357335200TRLO1
16 October 2025 14:39:19	247	618.60	XLON	00357335241TRLO1
16 October 2025 14:39:19	246	618.60	XLON	00357335242TRLO1
16 October 2025 14:39:23	325	618.20	XLON	00357335251TRLO1
16 October 2025 14:42:43	44	618.20	XLON	00357335393TRLO1

16 October 2025 14:42:43	441	618.20	XLON	00357335394TRLO1
16 October 2025 14:44:09	256	618.00	XLON	00357335535TRLO1
16 October 2025 14:45:01	256	618.00	XLON	00357335586TRLO1
16 October 2025 14:45:01	242	618.00	XLON	00357335587TRLO1
16 October 2025 14:46:36	512	618.20	XLON	00357335686TRLO1
16 October 2025 14:49:05	486	617.60	XLON	00357335785TRLO1
16 October 2025 14:51:50	512	616.60	XLON	00357335910TRLO1
16 October 2025 14:53:29	123	616.60	XLON	00357336013TRLO1
16 October 2025 14:53:35	359	616.60	XLON	00357336021TRLO1
16 October 2025 14:54:55	503	617.00	XLON	00357336377TRLO1
16 October 2025 14:56:07	508	617.20	XLON	00357336461TRLO1
16 October 2025 14:57:05	503	617.00	XLON	00357336579TRLO1
16 October 2025 14:57:53	490	617.40	XLON	00357336623TRLO1
16 October 2025 14:58:18	349	617.40	XLON	00357336648TRLO1
16 October 2025 14:58:18	166	617.40	XLON	00357336649TRLO1
16 October 2025 14:59:55	518	617.40	XLON	00357336760TRLO1
16 October 2025 14:59:56	481	617.40	XLON	00357336767TRLO1
16 October 2025 15:03:42	84	619.00	XLON	00357337052TRLO1
16 October 2025 15:03:42	399	619.00	XLON	00357337053TRLO1
16 October 2025 15:03:54	479	618.60	XLON	00357337059TRLO1
16 October 2025 15:03:55	437	618.00	XLON	00357337060TRLO1
16 October 2025 15:06:09	479	619.00	XLON	00357337217TRLO1
16 October 2025 15:06:10	479	618.80	XLON	00357337219TRLO1
16 October 2025 15:07:18	48	618.80	XLON	00357337275TRLO1
16 October 2025 15:07:27	491	618.60	XLON	00357337279TRLO1
16 October 2025 15:08:14	249	618.20	XLON	00357337306TRLO1
16 October 2025 15:08:14	249	618.20	XLON	00357337307TRLO1
16 October 2025 15:10:01	486	618.20	XLON	00357337401TRLO1
16 October 2025 15:13:37	500	618.40	XLON	00357337767TRLO1
16 October 2025 15:15:08	484	616.60	XLON	00357337925TRLO1
16 October 2025 15:16:07	497	617.00	XLON	00357338070TRLO1
16 October 2025 15:16:08	522	617.00	XLON	00357338087TRLO1
16 October 2025 15:17:50	303	616.20	XLON	00357338387TRLO1
16 October 2025 15:17:50	139	616.20	XLON	00357338388TRLO1

15:17:50		616.20		
16 October 2025 15:17:50	47	616.20	XLON	00357338389TRLO1
16 October 2025 15:26:06	500	618.60	XLON	00357339403TRLO1
16 October 2025 15:26:56	783	618.20	XLON	00357339503TRLO1
16 October 2025 15:29:01	343	618.60	XLON	00357339657TRLO1
16 October 2025 15:29:01	383	618.60	XLON	00357339658TRLO1
16 October 2025 15:29:03	693	618.40	XLON	00357339659TRLO1
16 October 2025 15:32:02	480	618.80	XLON	00357339992TRLO1
16 October 2025 15:32:16	496	618.60	XLON	00357340017TRLO1
16 October 2025 15:35:12	504	619.60	XLON	00357340453TRLO1
16 October 2025 15:35:31	196	619.20	XLON	00357340474TRLO1
16 October 2025 15:35:31	311	619.20	XLON	00357340475TRLO1
16 October 2025 15:37:11	373	619.00	XLON	00357340685TRLO1
16 October 2025 15:37:11	143	619.00	XLON	00357340686TRLO1
16 October 2025 15:37:11	257	619.00	XLON	00357340687TRLO1
16 October 2025 15:37:14	497	618.60	XLON	00357340694TRLO1
16 October 2025 15:38:35	771	619.20	XLON	00357340805TRLO1
16 October 2025 15:38:59	731	619.80	XLON	00357340841TRLO1
16 October 2025 15:39:07	263	619.60	XLON	00357340866TRLO1
16 October 2025 15:39:07	262	619.60	XLON	00357340867TRLO1
16 October 2025 15:42:18	1,030	621.80	XLON	00357341207TRLO1
16 October 2025 15:43:17	760	621.60	XLON	00357341338TRLO1
16 October 2025 15:45:04	485	620.80	XLON	00357341473TRLO1
16 October 2025 15:48:50	510	620.20	XLON	00357341825TRLO1
16 October 2025 15:55:16	350	620.40	XLON	00357342290TRLO1
16 October 2025 15:55:16	402	620.40	XLON	00357342291TRLO1
16 October 2025 15:56:32	526	620.20	XLON	00357342418TRLO1
16 October 2025 16:01:20	292	620.20	XLON	00357342857TRLO1
16 October 2025 16:01:20	202	620.20	XLON	00357342858TRLO1
16 October 2025 16:01:20	247	620.20	XLON	00357342859TRLO1
16 October 2025 16:03:50	519	620.00	XLON	00357343041TRLO1
16 October 2025 16:04:07	240	619.40	XLON	00357343100TRLO1
16 October 2025 16:07:48	494	619.40	XLON	00357343388TRLO1
16 October 2025 16:07:57	259	619.40	XLON	00357343392TRLO1

16 October 2025 16:09:15	493	619.40	XLON	00357343443TRLO1
16 October 2025 16:09:32	311	619.80	XLON	00357343485TRLO1
16 October 2025 16:09:32	185	619.80	XLON	00357343486TRLO1
16 October 2025 16:09:35	248	619.00	XLON	00357343489TRLO1
16 October 2025 16:10:28	241	619.20	XLON	00357343533TRLO1
16 October 2025 16:10:28	240	619.20	XLON	00357343534TRLO1
16 October 2025 16:10:28	240	619.20	XLON	00357343535TRLO1
16 October 2025 16:12:51	486	619.20	XLON	00357343727TRLO1
16 October 2025 16:14:03	258	619.00	XLON	00357343796TRLO1
16 October 2025 16:15:13	241	619.60	XLON	00357343898TRLO1
16 October 2025 16:15:13	241	619.60	XLON	00357343899TRLO1
16 October 2025 16:15:24	240	619.80	XLON	00357343914TRLO1
16 October 2025 16:16:03	761	620.00	XLON	00357343971TRLO1
16 October 2025 16:17:32	257	620.00	XLON	00357344097TRLO1
16 October 2025 16:18:47	694	620.60	XLON	00357344202TRLO1
16 October 2025 16:18:47	88	620.60	XLON	00357344203TRLO1
16 October 2025 16:19:50	322	620.60	XLON	00357344288TRLO1
16 October 2025 16:19:50	4	620.60	XLON	00357344289TRLO1

For further information please contact:

Warren Fernandez Company Secretary

This information is provided by RNS, the news service of the London Stock Exchange. RNS is approved by the Financial Conduct Authority to act as a Primary Information Provider in the United Kingdom. Terms and conditions relating to the use and distribution of this information may apply. For further information, please contact ms@lse.com or visit www.ms.com.

RNS may use your IP address to confirm compliance with the terms and conditions, to analyse how you engage with the information contained in this communication, and to share such analysis on an anonymised basis with others as part of our commercial services. For further information about how RNS and the London Stock Exchange use the personal data you provide us, please see our [Privacy Policy](#).

END

POSF FEFIMEISED S