

21st 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:	20 th October 2025
Aggregate number of ordinary shares purchased:	100,505
Lowest price per share (pence):	599.80
Highest price per share (pence):	607.40
Weighted average price per day (pence):	603.6478

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 50,101,895 ordinary shares in treasury and has 1,261,373,426 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	603.6478	100,505	599.80	607.40

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
20 October 2025 08:00:15	239	599.80	XLON	00357621608TRLO1
20 October 2025 08:09:14	499	602.20	XLON	00357627302TRLO1
20 October 2025 08:11:02	513	602.60	XLON	00357628158TRLO1
20 October 2025 08:11:26	505	601.80	XLON	00357628314TRLO1
20 October 2025 08:12:57	242	601.00	XLON	00357628957TRLO1
20 October 2025 08:13:08	246	600.40	XLON	00357629037TRLO1
20 October 2025 08:16:04	358	601.00	XLON	00357630750TRLO1
20 October 2025 08:16:04	124	601.00	XLON	00357630751TRLO1
20 October 2025 08:16:04	251	600.80	XLON	00357630752TRLO1
20 October 2025 08:17:12	250	600.40	XLON	00357631305TRLO1
20 October 2025 08:19:18	257	601.60	XLON	00357632335TRLO1
20 October 2025	246		XLON	00357632880TRLO1

08:20:07	240	601.40	XLON	00357632889TRLO1
20 October 2025 08:25:10	481	602.00	XLON	00357635980TRLO1
20 October 2025 08:25:48	250	601.40	XLON	00357636477TRLO1
20 October 2025 08:29:07	255	601.60	XLON	00357639544TRLO1
20 October 2025 08:29:07	254	601.60	XLON	00357639545TRLO1
20 October 2025 08:29:58	481	601.60	XLON	00357640340TRLO1
20 October 2025 08:30:00	248	601.80	XLON	00357640386TRLO1
20 October 2025 08:30:08	245	601.40	XLON	00357640475TRLO1
20 October 2025 08:31:59	242	601.80	XLON	00357642129TRLO1
20 October 2025 08:36:40	514	602.00	XLON	00357645992TRLO1
20 October 2025 08:40:20	246	601.80	XLON	00357649172TRLO1
20 October 2025 08:40:20	246	601.80	XLON	00357649173TRLO1
20 October 2025 08:40:20	256	601.60	XLON	00357649177TRLO1
20 October 2025 08:40:20	262	601.40	XLON	00357649178TRLO1
20 October 2025 08:41:44	245	602.00	XLON	00357650228TRLO1
20 October 2025 08:42:29	242	602.00	XLON	00357650806TRLO1
20 October 2025 08:42:53	259	602.20	XLON	00357651166TRLO1
20 October 2025 08:43:19	262	602.00	XLON	00357651535TRLO1
20 October 2025 08:43:39	257	601.80	XLON	00357651835TRLO1
20 October 2025 08:43:48	260	601.60	XLON	00357651989TRLO1
20 October 2025 08:44:10	255	601.40	XLON	00357652311TRLO1
20 October 2025 08:51:38	256	603.00	XLON	00357659114TRLO1
20 October 2025 08:52:11	256	603.00	XLON	00357659624TRLO1
20 October 2025 08:52:29	250	602.80	XLON	00357659875TRLO1
20 October 2025 08:53:39	244	602.60	XLON	00357660887TRLO1
20 October 2025 08:53:56	257	602.40	XLON	00357661123TRLO1
20 October 2025 08:54:14	247	602.00	XLON	00357661358TRLO1
20 October 2025 08:54:14	252	601.80	XLON	00357661359TRLO1
20 October 2025 08:54:40	253	601.60	XLON	00357661782TRLO1
20 October 2025 08:55:02	253	601.40	XLON	00357662100TRLO1
20 October 2025 08:56:31	247	601.20	XLON	00357663429TRLO1
20 October 2025 08:59:39	240	601.00	XLON	00357666552TRLO1
20 October 2025 09:01:52	260	600.40	XLON	00357668850TRLO1
20 October 2025 09:02:40	254	600.40	XLON	00357669647TRLO1

20 October 2025 09:02:41	254	600.20	XLON	00357669658TRLO1
20 October 2025 09:04:41	255	600.80	XLON	00357671571TRLO1
20 October 2025 09:05:27	252	600.60	XLON	00357672404TRLO1
20 October 2025 09:06:33	253	600.60	XLON	00357673342TRLO1
20 October 2025 09:09:22	66	600.80	XLON	00357675997TRLO1
20 October 2025 09:09:22	177	600.80	XLON	00357675998TRLO1
20 October 2025 09:10:12	254	600.80	XLON	00357676800TRLO1
20 October 2025 09:10:32	240	600.60	XLON	00357677127TRLO1
20 October 2025 09:10:37	250	600.00	XLON	00357677201TRLO1
20 October 2025 09:12:43	483	602.00	XLON	00357679221TRLO1
20 October 2025 09:14:32	515	602.20	XLON	00357681125TRLO1
20 October 2025 09:14:57	261	602.00	XLON	00357681669TRLO1
20 October 2025 09:16:04	244	601.60	XLON	00357682827TRLO1
20 October 2025 09:20:00	250	600.40	XLON	00357687095TRLO1
20 October 2025 09:21:20	256	600.80	XLON	00357688553TRLO1
20 October 2025 09:24:18	241	601.40	XLON	00357691657TRLO1
20 October 2025 09:24:50	256	601.40	XLON	00357692139TRLO1
20 October 2025 09:25:09	254	601.20	XLON	00357692470TRLO1
20 October 2025 09:27:30	243	601.60	XLON	00357693554TRLO1
20 October 2025 09:28:45	250	601.00	XLON	00357694133TRLO1
20 October 2025 09:30:10	252	599.80	XLON	00357694764TRLO1
20 October 2025 09:32:24	248	600.40	XLON	00357695483TRLO1
20 October 2025 09:43:05	198	601.00	XLON	00357699313TRLO1
20 October 2025 09:48:31	737	601.00	XLON	00357701289TRLO1
20 October 2025 09:53:45	524	601.60	XLON	00357703985TRLO1
20 October 2025 09:53:46	718	601.60	XLON	00357703987TRLO1
20 October 2025 10:02:24	495	602.60	XLON	00357708723TRLO1
20 October 2025 10:02:46	513	603.00	XLON	00357708934TRLO1
20 October 2025 10:06:18	252	603.20	XLON	00357710656TRLO1
20 October 2025 10:06:18	251	603.20	XLON	00357710657TRLO1
20 October 2025 10:09:37	498	603.80	XLON	00357711821TRLO1
20 October 2025 10:15:06	487	603.80	XLON	00357714580TRLO1
20 October 2025 10:17:51	487	604.00	XLON	00357716504TRLO1
20 October 2025	484		XLON	00357716799TRLO1

10:18:45		603.80		
20 October 2025 10:18:45	522	603.40	XLON	00357716800TRLO1
20 October 2025 10:19:12	523	603.00	XLON	00357716999TRLO1
20 October 2025 10:21:00	252	602.60	XLON	00357717502TRLO1
20 October 2025 10:23:43	494	603.20	XLON	00357719017TRLO1
20 October 2025 10:30:07	516	603.20	XLON	00357723499TRLO1
20 October 2025 10:30:13	490	602.80	XLON	00357723602TRLO1
20 October 2025 10:31:52	506	603.60	XLON	00357724451TRLO1
20 October 2025 10:35:17	506	603.20	XLON	00357727711TRLO1
20 October 2025 10:36:00	514	603.00	XLON	00357728911TRLO1
20 October 2025 10:37:05	252	602.40	XLON	00357730087TRLO1
20 October 2025 10:38:55	257	602.40	XLON	00357731838TRLO1
20 October 2025 10:40:58	523	603.00	XLON	00357733723TRLO1
20 October 2025 10:46:45	511	603.40	XLON	00357738148TRLO1
20 October 2025 10:47:54	512	603.00	XLON	00357738778TRLO1
20 October 2025 10:47:56	522	603.00	XLON	00357738783TRLO1
20 October 2025 10:48:50	506	603.00	XLON	00357739288TRLO1
20 October 2025 10:54:16	262	603.00	XLON	00357742765TRLO1
20 October 2025 10:55:43	489	603.00	XLON	00357743773TRLO1
20 October 2025 10:59:43	512	602.80	XLON	00357745795TRLO1
20 October 2025 11:01:10	505	602.80	XLON	00357745859TRLO1
20 October 2025 11:13:15	260	602.40	XLON	00357746431TRLO1
20 October 2025 11:30:59	755	605.80	XLON	00357747658TRLO1
20 October 2025 11:38:30	483	605.60	XLON	00357748063TRLO1
20 October 2025 11:39:00	481	605.60	XLON	00357748086TRLO1
20 October 2025 11:42:20	257	605.80	XLON	00357748353TRLO1
20 October 2025 11:42:28	259	605.60	XLON	00357748409TRLO1
20 October 2025 11:42:42	260	605.20	XLON	00357748433TRLO1
20 October 2025 11:44:31	250	604.80	XLON	00357748507TRLO1
20 October 2025 11:44:31	249	604.80	XLON	00357748508TRLO1
20 October 2025 11:47:33	498	604.60	XLON	00357748769TRLO1
20 October 2025 11:50:36	501	604.60	XLON	00357749002TRLO1
20 October 2025 11:52:11	516	604.40	XLON	00357749189TRLO1
20 October 2025 11:57:49	503	604.60	XLON	00357749442TRLO1

20 October 2025 12:00:27	522	604.60	XLON	00357749578TRLO1
20 October 2025 12:01:00	42	604.60	XLON	00357749594TRLO1
20 October 2025 12:01:00	217	604.60	XLON	00357749595TRLO1
20 October 2025 12:06:53	258	604.60	XLON	00357749819TRLO1
20 October 2025 12:06:53	259	604.60	XLON	00357749820TRLO1
20 October 2025 12:13:07	261	604.80	XLON	00357750201TRLO1
20 October 2025 12:13:22	249	604.60	XLON	00357750215TRLO1
20 October 2025 12:18:29	254	604.40	XLON	00357750415TRLO1
20 October 2025 12:18:29	254	604.40	XLON	00357750416TRLO1
20 October 2025 12:19:48	296	604.40	XLON	00357750470TRLO1
20 October 2025 12:19:48	203	604.40	XLON	00357750471TRLO1
20 October 2025 12:30:36	500	606.60	XLON	00357751203TRLO1
20 October 2025 12:30:36	246	606.60	XLON	00357751204TRLO1
20 October 2025 12:37:30	249	607.00	XLON	00357751513TRLO1
20 October 2025 12:37:33	772	606.80	XLON	00357751517TRLO1
20 October 2025 12:51:16	503	607.40	XLON	00357752291TRLO1
20 October 2025 12:52:19	508	607.20	XLON	00357752330TRLO1
20 October 2025 12:52:21	400	607.20	XLON	00357752332TRLO1
20 October 2025 12:56:20	754	607.00	XLON	00357752452TRLO1
20 October 2025 12:56:20	489	606.80	XLON	00357752453TRLO1
20 October 2025 12:57:33	490	606.60	XLON	00357752565TRLO1
20 October 2025 13:01:12	502	606.40	XLON	00357752784TRLO1
20 October 2025 13:01:31	491	606.20	XLON	00357752809TRLO1
20 October 2025 13:03:01	477	605.80	XLON	00357752870TRLO1
20 October 2025 13:03:01	16	605.80	XLON	00357752871TRLO1
20 October 2025 13:03:50	479	605.60	XLON	00357752886TRLO1
20 October 2025 13:06:47	508	605.20	XLON	00357753186TRLO1
20 October 2025 13:07:57	247	605.00	XLON	00357753242TRLO1
20 October 2025 13:07:57	247	605.00	XLON	00357753243TRLO1
20 October 2025 13:13:05	480	604.80	XLON	00357753643TRLO1
20 October 2025 13:16:20	494	604.60	XLON	00357753784TRLO1
20 October 2025 13:21:38	263	604.60	XLON	00357754142TRLO1
20 October 2025 13:30:58	514	605.00	XLON	00357754668TRLO1
20 October 2025 13:33:50	264	605.00	XLON	00357754669TRLO1

13:30:58		605.00		
20 October 2025 13:31:29	500	605.20	XLON	00357754693TRLO1
20 October 2025 13:33:52	512	605.00	XLON	00357754854TRLO1
20 October 2025 13:34:03	291	604.80	XLON	00357754860TRLO1
20 October 2025 13:35:24	249	605.40	XLON	00357754942TRLO1
20 October 2025 13:37:35	255	605.60	XLON	00357755049TRLO1
20 October 2025 13:37:40	253	605.40	XLON	00357755054TRLO1
20 October 2025 13:42:21	252	605.60	XLON	00357755201TRLO1
20 October 2025 13:43:11	260	605.60	XLON	00357755221TRLO1
20 October 2025 13:43:40	253	605.40	XLON	00357755234TRLO1
20 October 2025 13:48:23	241	605.60	XLON	00357755449TRLO1
20 October 2025 13:48:27	253	605.20	XLON	00357755453TRLO1
20 October 2025 13:52:51	259	605.00	XLON	00357755653TRLO1
20 October 2025 13:52:51	258	605.00	XLON	00357755654TRLO1
20 October 2025 13:53:50	371	604.80	XLON	00357755720TRLO1
20 October 2025 13:53:50	117	604.80	XLON	00357755721TRLO1
20 October 2025 14:03:35	492	604.40	XLON	00357756244TRLO1
20 October 2025 14:13:18	487	605.00	XLON	00357756701TRLO1
20 October 2025 14:15:50	523	604.60	XLON	00357756893TRLO1
20 October 2025 14:22:02	261	604.60	XLON	00357757250TRLO1
20 October 2025 14:22:05	240	604.40	XLON	00357757252TRLO1
20 October 2025 14:23:35	252	604.20	XLON	00357757323TRLO1
20 October 2025 14:25:16	250	604.00	XLON	00357757406TRLO1
20 October 2025 14:26:01	241	604.40	XLON	00357757443TRLO1
20 October 2025 14:26:33	240	604.60	XLON	00357757465TRLO1
20 October 2025 14:27:19	249	604.40	XLON	00357757501TRLO1
20 October 2025 14:30:10	491	604.40	XLON	00357757775TRLO1
20 October 2025 14:30:36	525	604.00	XLON	00357757836TRLO1
20 October 2025 14:32:27	388	604.00	XLON	00357757969TRLO1
20 October 2025 14:32:31	91	604.00	XLON	00357757977TRLO1
20 October 2025 14:32:31	388	604.00	XLON	00357757978TRLO1
20 October 2025 14:34:21	497	604.40	XLON	00357758159TRLO1
20 October 2025 14:38:06	500	605.20	XLON	00357758569TRLO1
20 October 2025 14:39:25	513	605.00	XLON	00357758700TRLO1

20 October 2025 14:39:25	257	605.00	XLON	00357758701TRLO1
20 October 2025 14:39:36	777	604.80	XLON	00357758714TRLO1
20 October 2025 14:40:00	193	604.80	XLON	00357758747TRLO1
20 October 2025 14:40:00	315	604.80	XLON	00357758748TRLO1
20 October 2025 14:40:43	662	604.80	XLON	00357758811TRLO1
20 October 2025 14:40:43	85	604.80	XLON	00357758812TRLO1
20 October 2025 14:40:44	724	604.60	XLON	00357758813TRLO1
20 October 2025 14:43:50	494	604.40	XLON	00357758993TRLO1
20 October 2025 14:44:50	388	604.40	XLON	00357759059TRLO1
20 October 2025 14:45:05	115	604.40	XLON	00357759080TRLO1
20 October 2025 14:45:05	388	604.40	XLON	00357759081TRLO1
20 October 2025 14:45:25	259	604.00	XLON	00357759111TRLO1
20 October 2025 14:46:53	517	604.00	XLON	00357759235TRLO1
20 October 2025 14:47:43	515	604.20	XLON	00357759283TRLO1
20 October 2025 14:48:25	262	603.80	XLON	00357759346TRLO1
20 October 2025 14:50:51	241	604.40	XLON	00357759567TRLO1
20 October 2025 14:51:05	240	604.20	XLON	00357759573TRLO1
20 October 2025 14:51:23	104	604.00	XLON	00357759601TRLO1
20 October 2025 14:51:55	111	604.00	XLON	00357759659TRLO1
20 October 2025 14:51:55	136	604.00	XLON	00357759660TRLO1
20 October 2025 14:54:58	240	604.40	XLON	00357759914TRLO1
20 October 2025 14:54:58	239	604.40	XLON	00357759915TRLO1
20 October 2025 14:55:42	516	604.00	XLON	00357759976TRLO1
20 October 2025 14:55:43	129	604.00	XLON	00357759980TRLO1
20 October 2025 14:55:43	381	604.00	XLON	00357759981TRLO1
20 October 2025 14:55:44	303	604.00	XLON	00357759983TRLO1
20 October 2025 14:55:44	214	604.00	XLON	00357759984TRLO1
20 October 2025 14:58:09	511	604.20	XLON	00357760218TRLO1
20 October 2025 15:00:06	514	604.00	XLON	00357760457TRLO1
20 October 2025 15:00:41	494	604.00	XLON	00357760528TRLO1
20 October 2025 15:00:43	508	604.00	XLON	00357760538TRLO1
20 October 2025 15:01:04	515	603.80	XLON	00357760553TRLO1
20 October 2025 15:01:08	294	604.00	XLON	00357760558TRLO1
20 October 2025 15:01:08	185	604.00	XLON	00357760559TRLO1

13.01.00		004.00		
20 October 2025 15:03:35	376	604.40	XLON	00357760853TRLO1
20 October 2025 15:03:45	521	604.20	XLON	00357760875TRLO1
20 October 2025 15:03:45	547	604.40	XLON	00357760876TRLO1
20 October 2025 15:03:45	110	604.40	XLON	00357760877TRLO1
20 October 2025 15:03:45	314	604.40	XLON	00357760878TRLO1
20 October 2025 15:03:50	484	604.20	XLON	00357760890TRLO1
20 October 2025 15:04:46	441	604.20	XLON	00357760953TRLO1
20 October 2025 15:05:59	441	604.00	XLON	00357761027TRLO1
20 October 2025 15:05:59	70	604.00	XLON	00357761028TRLO1
20 October 2025 15:06:15	496	604.00	XLON	00357761044TRLO1
20 October 2025 15:06:52	755	604.20	XLON	00357761100TRLO1
20 October 2025 15:07:14	134	604.00	XLON	00357761184TRLO1
20 October 2025 15:07:14	504	604.00	XLON	00357761185TRLO1
20 October 2025 15:10:00	246	604.20	XLON	00357761379TRLO1
20 October 2025 15:10:39	510	604.20	XLON	00357761441TRLO1
20 October 2025 15:12:18	483	605.20	XLON	00357761584TRLO1
20 October 2025 15:12:34	489	605.00	XLON	00357761606TRLO1
20 October 2025 15:12:45	509	604.60	XLON	00357761622TRLO1
20 October 2025 15:13:40	514	604.00	XLON	00357761677TRLO1
20 October 2025 15:13:40	276	604.00	XLON	00357761678TRLO1
20 October 2025 15:13:44	487	604.00	XLON	00357761684TRLO1
20 October 2025 15:14:23	512	604.00	XLON	00357761742TRLO1
20 October 2025 15:16:22	524	604.00	XLON	00357761932TRLO1
20 October 2025 15:16:43	248	604.20	XLON	00357761960TRLO1
20 October 2025 15:17:05	248	604.00	XLON	00357761992TRLO1
20 October 2025 15:18:38	547	602.40	XLON	00357762147TRLO1
20 October 2025 15:18:47	522	602.20	XLON	00357762154TRLO1
20 October 2025 15:20:40	522	602.60	XLON	00357762325TRLO1
20 October 2025 15:22:11	526	603.20	XLON	00357762426TRLO1
20 October 2025 15:25:20	118	603.20	XLON	00357762678TRLO1
20 October 2025 15:25:20	387	603.20	XLON	00357762679TRLO1
20 October 2025 15:25:20	492	602.80	XLON	00357762680TRLO1
20 October 2025 15:25:20	516	602.80	XLON	00357762681TRLO1

20 October 2025 15:25:41	257	602.60	XLON	00357762726TRLO1
20 October 2025 15:28:05	479	603.20	XLON	00357762953TRLO1
20 October 2025 15:28:56	496	603.00	XLON	00357763003TRLO1
20 October 2025 15:30:01	250	603.00	XLON	00357763090TRLO1
20 October 2025 15:31:42	504	603.20	XLON	00357763230TRLO1
20 October 2025 15:33:26	252	602.80	XLON	00357763405TRLO1
20 October 2025 15:33:26	756	602.80	XLON	00357763406TRLO1
20 October 2025 15:33:26	86	602.80	XLON	00357763407TRLO1
20 October 2025 15:33:26	165	602.80	XLON	00357763408TRLO1
20 October 2025 15:34:03	263	602.60	XLON	00357763445TRLO1
20 October 2025 15:39:31	494	602.80	XLON	00357763896TRLO1
20 October 2025 15:42:14	256	603.00	XLON	00357764135TRLO1
20 October 2025 15:42:14	768	603.00	XLON	00357764136TRLO1
20 October 2025 15:47:13	490	603.40	XLON	00357764587TRLO1
20 October 2025 15:48:48	254	603.20	XLON	00357764715TRLO1
20 October 2025 15:48:48	253	603.20	XLON	00357764716TRLO1
20 October 2025 15:51:52	517	603.40	XLON	00357764968TRLO1
20 October 2025 15:52:22	247	603.40	XLON	00357765018TRLO1
20 October 2025 15:55:14	520	603.40	XLON	00357765150TRLO1
20 October 2025 15:58:08	251	603.60	XLON	00357765351TRLO1
20 October 2025 15:59:59	246	604.00	XLON	00357765514TRLO1
20 October 2025 16:00:41	255	604.40	XLON	00357765576TRLO1
20 October 2025 16:00:42	249	604.00	XLON	00357765577TRLO1
20 October 2025 16:00:45	242	603.80	XLON	00357765579TRLO1
20 October 2025 16:01:23	485	604.20	XLON	00357765620TRLO1
20 October 2025 16:01:56	247	603.80	XLON	00357765680TRLO1
20 October 2025 16:03:31	253	603.40	XLON	00357765744TRLO1
20 October 2025 16:04:18	259	603.20	XLON	00357765821TRLO1
20 October 2025 16:04:56	252	603.20	XLON	00357765841TRLO1
20 October 2025 16:07:00	37	603.40	XLON	00357765974TRLO1
20 October 2025 16:07:00	463	603.40	XLON	00357765975TRLO1
20 October 2025 16:09:24	240	603.20	XLON	00357766139TRLO1
20 October 2025 16:10:27	256	602.80	XLON	00357766201TRLO1
20 October 2025 16:12:20	254	603.00	XLON	00357766463TRLO1

20 October 2025 16:13:01	254	603.00	XLON	00357766566TRLO1
20 October 2025 16:15:11	259	603.40	XLON	00357766760TRLO1
20 October 2025 16:15:38	255	603.20	XLON	00357766826TRLO1
20 October 2025 16:17:10	243	603.20	XLON	00357766947TRLO1
20 October 2025 16:19:54	240	603.20	XLON	00357767184TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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