

27th 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:	24 th October 2025
Aggregate number of ordinary shares purchased:	94,632
Lowest price per share (pence):	632.20
Highest price per share (pence):	637.60
Weighted average price per day (pence):	634.6562

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 50,487,025 ordinary shares in treasury and has 1,260,988,296 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	634.6562	94,632	632.20	637.60

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
24 October 2025 08:00:53	253	637.60	XLON	00358102319TRLO1
24 October 2025 08:04:24	250	634.20	XLON	00358104678TRLO1
24 October 2025 08:09:25	244	635.80	XLON	00358108541TRLO1
24 October 2025 08:09:25	245	635.80	XLON	00358108542TRLO1
24 October 2025 08:09:36	250	636.20	XLON	00358108655TRLO1
24 October 2025 08:11:03	499	636.00	XLON	00358109611TRLO1
24 October 2025 08:11:06	246	635.60	XLON	00358109632TRLO1
24 October 2025 08:11:09	254	635.20	XLON	00358109659TRLO1
24 October 2025 08:11:13	262	634.40	XLON	00358109697TRLO1
24 October 2025 08:16:52	250	634.20	XLON	00358113471TRLO1
24 October 2025 08:17:35	262	635.00	XLON	00358113769TRLO1
24 October 2025			XLON	00358114107TRLO1

08:18:35	241	634.80	XLON	00358114407TRLO1
24 October 2025 08:18:56	263	633.20	XLON	00358114618TRLO1
24 October 2025 08:20:43	263	634.20	XLON	00358115501TRLO1
24 October 2025 08:21:43	254	634.00	XLON	00358116020TRLO1
24 October 2025 08:28:14	249	634.80	XLON	00358119064TRLO1
24 October 2025 08:28:14	251	634.60	XLON	00358119065TRLO1
24 October 2025 08:30:07	242	635.40	XLON	00358119794TRLO1
24 October 2025 08:30:07	243	635.00	XLON	00358119798TRLO1
24 October 2025 08:30:08	258	635.00	XLON	00358119799TRLO1
24 October 2025 08:31:50	248	635.80	XLON	00358120589TRLO1
24 October 2025 08:32:54	243	635.40	XLON	00358121060TRLO1
24 October 2025 08:33:01	253	635.40	XLON	00358121119TRLO1
24 October 2025 08:33:02	253	635.20	XLON	00358121133TRLO1
24 October 2025 08:33:38	247	635.20	XLON	00358121440TRLO1
24 October 2025 08:39:15	251	634.80	XLON	00358124606TRLO1
24 October 2025 08:43:04	244	635.40	XLON	00358126172TRLO1
24 October 2025 08:46:15	244	635.20	XLON	00358127721TRLO1
24 October 2025 08:46:15	243	635.20	XLON	00358127722TRLO1
24 October 2025 08:49:41	498	635.00	XLON	00358129452TRLO1
24 October 2025 08:51:53	507	634.60	XLON	00358130241TRLO1
24 October 2025 08:58:00	250	634.40	XLON	00358135630TRLO1
24 October 2025 08:59:24	243	634.60	XLON	00358136781TRLO1
24 October 2025 09:00:22	249	634.80	XLON	00358137702TRLO1
24 October 2025 09:01:35	259	634.60	XLON	00358138733TRLO1
24 October 2025 09:01:54	262	634.00	XLON	00358139021TRLO1
24 October 2025 09:02:14	263	634.00	XLON	00358139281TRLO1
24 October 2025 09:03:39	246	634.40	XLON	00358140371TRLO1
24 October 2025 09:03:39	250	634.40	XLON	00358140374TRLO1
24 October 2025 09:03:39	254	634.00	XLON	00358140375TRLO1
24 October 2025 09:03:56	254	633.80	XLON	00358140611TRLO1
24 October 2025 09:05:40	247	634.40	XLON	00358142021TRLO1
24 October 2025 09:07:27	242	634.40	XLON	00358143584TRLO1
24 October 2025 09:13:16	486	634.40	XLON	00358148149TRLO1
24 October 2025 09:19:00	496	634.80	XLON	00358152533TRLO1

24 October 2025 09:19:02	497	634.00	XLON	00358152568TRLO1
24 October 2025 09:22:25	523	635.00	XLON	00358155177TRLO1
24 October 2025 09:29:34	256	635.20	XLON	00358161334TRLO1
24 October 2025 09:33:24	250	635.40	XLON	00358164058TRLO1
24 October 2025 09:35:34	71	635.00	XLON	00358165760TRLO1
24 October 2025 09:35:34	177	635.00	XLON	00358165761TRLO1
24 October 2025 09:39:10	247	634.80	XLON	00358168585TRLO1
24 October 2025 09:46:14	14	635.60	XLON	00358175335TRLO1
24 October 2025 09:46:14	432	635.60	XLON	00358175336TRLO1
24 October 2025 09:46:16	491	635.40	XLON	00358175349TRLO1
24 October 2025 09:46:27	499	634.80	XLON	00358175537TRLO1
24 October 2025 09:46:27	498	634.20	XLON	00358175538TRLO1
24 October 2025 09:50:38	526	634.20	XLON	00358178911TRLO1
24 October 2025 09:55:55	493	634.00	XLON	00358183373TRLO1
24 October 2025 09:56:01	493	634.20	XLON	00358183495TRLO1
24 October 2025 09:57:50	250	634.40	XLON	00358184946TRLO1
24 October 2025 09:57:53	256	634.20	XLON	00358184975TRLO1
24 October 2025 09:57:53	256	633.80	XLON	00358184977TRLO1
24 October 2025 10:01:55	245	634.20	XLON	00358188145TRLO1
24 October 2025 10:01:57	249	633.80	XLON	00358188170TRLO1
24 October 2025 10:03:17	230	633.80	XLON	00358189143TRLO1
24 October 2025 10:03:17	11	633.80	XLON	00358189144TRLO1
24 October 2025 10:06:17	257	633.80	XLON	00358191526TRLO1
24 October 2025 10:07:45	248	633.60	XLON	00358193209TRLO1
24 October 2025 10:07:45	248	633.60	XLON	00358193210TRLO1
24 October 2025 10:08:58	250	632.80	XLON	00358194181TRLO1
24 October 2025 10:20:42	256	633.60	XLON	00358203313TRLO1
24 October 2025 10:23:47	481	634.80	XLON	00358205766TRLO1
24 October 2025 10:26:33	253	634.60	XLON	00358208056TRLO1
24 October 2025 10:32:37	501	635.40	XLON	00358214355TRLO1
24 October 2025 10:32:40	501	635.40	XLON	00358214424TRLO1
24 October 2025 10:32:42	526	635.00	XLON	00358214468TRLO1
24 October 2025 10:32:42	505	634.80	XLON	00358214472TRLO1
24 October 2025			XLON	00358214487TRLO1

10:32:44	527	634.60	XLON	00358233938TRLO1
24 October 2025 10:42:50	259	637.00	XLON	00358223938TRLO1
24 October 2025 10:42:50	259	637.00	XLON	00358223939TRLO1
24 October 2025 10:53:17	492	636.40	XLON	00358230818TRLO1
24 October 2025 10:57:35	513	637.20	XLON	00358232088TRLO1
24 October 2025 11:00:01	502	637.20	XLON	00358232634TRLO1
24 October 2025 11:00:06	496	636.00	XLON	00358232638TRLO1
24 October 2025 11:00:06	250	635.80	XLON	00358232639TRLO1
24 October 2025 11:00:59	260	635.40	XLON	00358232688TRLO1
24 October 2025 11:03:14	358	634.20	XLON	00358232790TRLO1
24 October 2025 11:11:40	491	635.80	XLON	00358232941TRLO1
24 October 2025 11:11:40	32	635.80	XLON	00358232942TRLO1
24 October 2025 11:15:00	436	636.00	XLON	00358233018TRLO1
24 October 2025 11:15:00	53	636.00	XLON	00358233019TRLO1
24 October 2025 11:15:02	505	635.60	XLON	00358233022TRLO1
24 October 2025 11:15:33	28	635.40	XLON	00358233034TRLO1
24 October 2025 11:15:33	497	635.40	XLON	00358233035TRLO1
24 October 2025 11:15:52	262	634.60	XLON	00358233042TRLO1
24 October 2025 11:15:52	225	634.00	XLON	00358233043TRLO1
24 October 2025 11:17:19	251	634.00	XLON	00358233101TRLO1
24 October 2025 11:17:19	251	634.00	XLON	00358233102TRLO1
24 October 2025 11:24:00	258	634.60	XLON	00358233470TRLO1
24 October 2025 11:36:50	250	634.80	XLON	00358234189TRLO1
24 October 2025 11:38:20	248	634.80	XLON	00358234243TRLO1
24 October 2025 11:43:07	494	634.60	XLON	00358234383TRLO1
24 October 2025 11:43:07	246	634.60	XLON	00358234384TRLO1
24 October 2025 11:47:52	245	634.40	XLON	00358234479TRLO1
24 October 2025 11:51:55	256	634.20	XLON	00358234530TRLO1
24 October 2025 11:51:55	257	634.20	XLON	00358234531TRLO1
24 October 2025 11:51:55	503	634.00	XLON	00358234532TRLO1
24 October 2025 11:52:23	312	633.80	XLON	00358234536TRLO1
24 October 2025 11:59:55	193	633.80	XLON	00358234690TRLO1
24 October 2025 11:59:55	60	633.80	XLON	00358234691TRLO1
24 October 2025 12:00:00	194	633.40	XLON	00358234702TRLO1

24 October 2025 12:06:19	214	633.80	XLON	00358234974TRLO1
24 October 2025 12:06:19	34	633.80	XLON	00358234975TRLO1
24 October 2025 12:06:19	247	633.80	XLON	00358234976TRLO1
24 October 2025 12:06:19	247	633.80	XLON	00358234977TRLO1
24 October 2025 12:09:51	519	633.20	XLON	00358235028TRLO1
24 October 2025 12:10:58	512	633.00	XLON	00358235064TRLO1
24 October 2025 12:16:20	256	632.80	XLON	00358235195TRLO1
24 October 2025 12:25:04	503	632.40	XLON	00358235482TRLO1
24 October 2025 12:33:06	255	632.40	XLON	00358235583TRLO1
24 October 2025 12:33:10	262	632.60	XLON	00358235584TRLO1
24 October 2025 12:38:52	510	633.80	XLON	00358235690TRLO1
24 October 2025 12:41:01	501	633.60	XLON	00358235757TRLO1
24 October 2025 12:48:59	253	633.60	XLON	00358235932TRLO1
24 October 2025 12:52:42	243	633.60	XLON	00358236125TRLO1
24 October 2025 12:52:42	242	633.60	XLON	00358236126TRLO1
24 October 2025 13:03:57	219	634.00	XLON	00358236957TRLO1
24 October 2025 13:03:57	532	634.00	XLON	00358236958TRLO1
24 October 2025 13:08:16	763	633.80	XLON	00358237054TRLO1
24 October 2025 13:12:22	115	634.60	XLON	00358237147TRLO1
24 October 2025 13:12:22	639	634.60	XLON	00358237148TRLO1
24 October 2025 13:15:18	483	634.40	XLON	00358237385TRLO1
24 October 2025 13:15:52	482	634.20	XLON	00358237410TRLO1
24 October 2025 13:15:54	501	633.80	XLON	00358237419TRLO1
24 October 2025 13:16:01	527	633.80	XLON	00358237436TRLO1
24 October 2025 13:30:01	186	635.00	XLON	00358238393TRLO1
24 October 2025 13:30:01	65	635.00	XLON	00358238394TRLO1
24 October 2025 13:30:07	248	635.00	XLON	00358238421TRLO1
24 October 2025 13:30:08	249	635.00	XLON	00358238422TRLO1
24 October 2025 13:30:08	244	635.00	XLON	00358238423TRLO1
24 October 2025 13:30:08	251	634.60	XLON	00358238424TRLO1
24 October 2025 13:30:09	260	635.00	XLON	00358238426TRLO1
24 October 2025 13:30:10	248	635.00	XLON	00358238427TRLO1
24 October 2025 13:30:10	242	634.80	XLON	00358238430TRLO1
24 October 2025 13:30:50	217	635.00	XLON	00358238461TRLO1

13:30:52	247	635.60		
24 October 2025 13:30:53	255	635.80	XLON	00358238479TRLO1
24 October 2025 13:30:59	263	635.60	XLON	00358238483TRLO1
24 October 2025 13:31:01	254	635.00	XLON	00358238487TRLO1
24 October 2025 13:31:02	249	634.80	XLON	00358238491TRLO1
24 October 2025 13:32:21	248	635.60	XLON	00358238530TRLO1
24 October 2025 13:32:27	249	635.00	XLON	00358238532TRLO1
24 October 2025 13:34:38	520	635.60	XLON	00358238637TRLO1
24 October 2025 13:34:39	371	634.80	XLON	00358238639TRLO1
24 October 2025 13:35:46	253	634.60	XLON	00358238684TRLO1
24 October 2025 13:44:05	523	634.60	XLON	00358239104TRLO1
24 October 2025 13:51:51	496	634.80	XLON	00358239275TRLO1
24 October 2025 13:52:16	491	634.60	XLON	00358239292TRLO1
24 October 2025 13:54:54	244	634.20	XLON	00358239459TRLO1
24 October 2025 13:56:01	509	634.20	XLON	00358239534TRLO1
24 October 2025 14:00:15	519	634.40	XLON	00358239620TRLO1
24 October 2025 14:00:15	238	634.40	XLON	00358239621TRLO1
24 October 2025 14:00:45	502	634.00	XLON	00358239655TRLO1
24 October 2025 14:04:20	490	634.40	XLON	00358239821TRLO1
24 October 2025 14:06:39	486	634.40	XLON	00358239888TRLO1
24 October 2025 14:06:50	521	634.00	XLON	00358239894TRLO1
24 October 2025 14:06:50	501	633.80	XLON	00358239895TRLO1
24 October 2025 14:12:16	481	632.40	XLON	00358240140TRLO1
24 October 2025 14:17:28	245	632.20	XLON	00358240344TRLO1
24 October 2025 14:17:28	490	632.20	XLON	00358240345TRLO1
24 October 2025 14:30:00	499	633.40	XLON	00358240805TRLO1
24 October 2025 14:30:05	498	633.00	XLON	00358240812TRLO1
24 October 2025 14:30:46	244	632.60	XLON	00358240842TRLO1
24 October 2025 14:30:46	488	632.60	XLON	00358240843TRLO1
24 October 2025 14:34:05	988	633.00	XLON	00358240992TRLO1
24 October 2025 14:34:30	763	632.80	XLON	00358241007TRLO1
24 October 2025 14:34:31	93	632.40	XLON	00358241009TRLO1
24 October 2025 14:34:31	637	632.40	XLON	00358241010TRLO1
24 October 2025 14:38:16	491	633.80	XLON	00358241203TRLO1

24 October 2025 14:42:46	210	634.20	XLON	00358241595TRLO1
24 October 2025 14:42:46	52	634.20	XLON	00358241596TRLO1
24 October 2025 14:44:51	246	634.00	XLON	00358241676TRLO1
24 October 2025 14:44:51	246	634.00	XLON	00358241677TRLO1
24 October 2025 14:44:51	246	634.00	XLON	00358241678TRLO1
24 October 2025 14:45:11	483	633.80	XLON	00358241688TRLO1
24 October 2025 14:45:39	120	634.20	XLON	00358241721TRLO1
24 October 2025 14:46:34	528	634.20	XLON	00358241830TRLO1
24 October 2025 14:47:06	509	634.60	XLON	00358241858TRLO1
24 October 2025 14:47:45	481	634.40	XLON	00358241866TRLO1
24 October 2025 14:49:25	486	635.20	XLON	00358241953TRLO1
24 October 2025 14:50:55	524	635.80	XLON	00358242004TRLO1
24 October 2025 14:50:59	509	635.60	XLON	00358242008TRLO1
24 October 2025 14:51:00	494	635.40	XLON	00358242010TRLO1
24 October 2025 14:51:00	18	635.40	XLON	00358242011TRLO1
24 October 2025 14:54:03	766	635.80	XLON	00358242145TRLO1
24 October 2025 14:57:01	524	635.80	XLON	00358242259TRLO1
24 October 2025 14:57:01	262	635.80	XLON	00358242260TRLO1
24 October 2025 14:57:06	219	635.20	XLON	00358242265TRLO1
24 October 2025 14:57:06	275	635.20	XLON	00358242266TRLO1
24 October 2025 14:59:55	750	635.80	XLON	00358242343TRLO1
24 October 2025 14:59:56	735	635.60	XLON	00358242345TRLO1
24 October 2025 14:59:57	134	635.40	XLON	00358242346TRLO1
24 October 2025 15:00:37	504	635.40	XLON	00358242371TRLO1
24 October 2025 15:02:47	491	634.40	XLON	00358242554TRLO1
24 October 2025 15:04:00	519	634.80	XLON	00358242612TRLO1
24 October 2025 15:04:39	513	634.20	XLON	00358242637TRLO1
24 October 2025 15:05:03	482	633.80	XLON	00358242668TRLO1
24 October 2025 15:05:39	517	633.40	XLON	00358242701TRLO1
24 October 2025 15:06:45	791	633.60	XLON	00358242762TRLO1
24 October 2025 15:06:45	506	633.40	XLON	00358242763TRLO1
24 October 2025 15:07:45	731	634.20	XLON	00358242801TRLO1
24 October 2025 15:11:32	517	635.20	XLON	00358243071TRLO1
24 October 2025 15:12:10	522	635.00	XLON	00358243145TRLO1

13.12.19	322	633.00		
24 October 2025 15:14:40	753	636.40	XLON	00358243247TRLO1
24 October 2025 15:14:44	513	636.00	XLON	00358243250TRLO1
24 October 2025 15:14:45	519	635.80	XLON	00358243253TRLO1
24 October 2025 15:14:46	513	635.40	XLON	00358243254TRLO1
24 October 2025 15:16:04	491	635.00	XLON	00358243367TRLO1
24 October 2025 15:21:00	482	635.00	XLON	00358243611TRLO1
24 October 2025 15:21:05	107	634.60	XLON	00358243614TRLO1
24 October 2025 15:26:11	507	635.40	XLON	00358243789TRLO1
24 October 2025 15:26:11	273	635.40	XLON	00358243790TRLO1
24 October 2025 15:26:15	273	635.20	XLON	00358243791TRLO1
24 October 2025 15:26:15	247	635.20	XLON	00358243792TRLO1
24 October 2025 15:26:15	243	635.00	XLON	00358243793TRLO1
24 October 2025 15:27:00	252	635.00	XLON	00358243817TRLO1
24 October 2025 15:28:27	250	635.20	XLON	00358243871TRLO1
24 October 2025 15:28:27	1,000	635.20	XLON	00358243872TRLO1
24 October 2025 15:30:02	1,786	635.60	XLON	00358243980TRLO1
24 October 2025 15:30:09	516	635.00	XLON	00358243986TRLO1
24 October 2025 15:32:30	37	634.00	XLON	00358244075TRLO1
24 October 2025 15:32:30	444	634.00	XLON	00358244076TRLO1
24 October 2025 15:32:30	240	634.00	XLON	00358244077TRLO1
24 October 2025 15:32:30	240	634.00	XLON	00358244078TRLO1
24 October 2025 15:36:20	761	634.60	XLON	00358244312TRLO1
24 October 2025 15:49:30	1,752	635.40	XLON	00358245129TRLO1
24 October 2025 15:49:38	264	635.60	XLON	00358245131TRLO1
24 October 2025 15:49:43	264	635.40	XLON	00358245138TRLO1
24 October 2025 15:50:15	517	635.40	XLON	00358245161TRLO1
24 October 2025 15:50:15	258	635.40	XLON	00358245162TRLO1
24 October 2025 15:50:15	81	635.40	XLON	00358245163TRLO1
24 October 2025 15:50:15	177	635.40	XLON	00358245164TRLO1
24 October 2025 15:50:17	251	634.80	XLON	00358245167TRLO1
24 October 2025 15:51:18	258	634.60	XLON	00358245192TRLO1
24 October 2025 15:51:18	259	634.60	XLON	00358245193TRLO1
24 October 2025 15:53:56	259	634.40	XLON	00358245314TRLO1

24 October 2025 15:56:50	248	634.20	XLON	00358245388TRLO1
24 October 2025 16:04:25	251	635.00	XLON	00358245771TRLO1
24 October 2025 16:04:25	502	635.00	XLON	00358245772TRLO1
24 October 2025 16:05:28	250	634.40	XLON	00358245828TRLO1
24 October 2025 16:05:28	250	634.40	XLON	00358245829TRLO1
24 October 2025 16:05:28	249	634.40	XLON	00358245830TRLO1
24 October 2025 16:09:01	507	634.80	XLON	00358245946TRLO1
24 October 2025 16:10:15	223	635.20	XLON	00358246010TRLO1
24 October 2025 16:10:15	825	635.20	XLON	00358246011TRLO1
24 October 2025 16:10:15	486	635.00	XLON	00358246012TRLO1
24 October 2025 16:10:15	29	635.00	XLON	00358246013TRLO1
24 October 2025 16:10:22	262	634.60	XLON	00358246020TRLO1
24 October 2025 16:12:42	245	635.20	XLON	00358246184TRLO1
24 October 2025 16:16:57	254	635.40	XLON	00358246378TRLO1
24 October 2025 16:16:57	254	635.40	XLON	00358246379TRLO1
24 October 2025 16:19:16	738	635.60	XLON	00358246507TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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