

29th December 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 December 2025
Aggregate number of ordinary shares purchased:	57,475
Lowest price per share (pence):	578.00
Highest price per share (pence):	584.60
Weighted average price per day (pence):	581.3585

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 53,105,178 ordinary shares in treasury and has 1,258,370,143 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	581.3585	57,475	578.00	584.60

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 December 2025 08:00:29	217	579.80	XLON	00367283527TRLO1
24 December 2025 08:01:21	228	579.60	XLON	00367283854TRLO1
24 December 2025 08:09:40	525	578.80	XLON	00367286877TRLO1
24 December 2025 08:09:40	14	578.80	XLON	00367286878TRLO1
24 December 2025 08:09:40	66	578.80	XLON	00367286879TRLO1
24 December 2025 08:10:33	460	579.00	XLON	00367287216TRLO1
24 December 2025 08:12:46	222	579.00	XLON	00367288035TRLO1
24 December 2025 08:16:56	439	579.20	XLON	00367289733TRLO1
24 December 2025 08:22:28	475	580.00	XLON	00367291910TRLO1
24 December 2025 08:23:24	476	581.00	XLON	00367292226TRLO1
24 December 2025 08:24:57	474	580.80	XLON	00367292730TRLO1
24 December	450		XLON	00367292900TRLO1

2025 08:26:38	438	580.40	XLON	003672933091TRLO1
24 December 2025 08:26:38	458	580.00	XLON	00367293310TRLO1
24 December 2025 08:26:38	256	580.00	XLON	00367293318TRLO1
24 December 2025 08:27:47	472	580.00	XLON	00367293815TRLO1
24 December 2025 08:28:34	436	579.80	XLON	00367294198TRLO1
24 December 2025 08:29:34	462	579.80	XLON	00367294663TRLO1
24 December 2025 08:29:35	436	579.60	XLON	00367294665TRLO1
24 December 2025 08:31:03	800	579.60	XLON	00367295138TRLO1
24 December 2025 08:31:03	78	579.60	XLON	00367295139TRLO1
24 December 2025 08:31:03	281	579.60	XLON	00367295140TRLO1
24 December 2025 08:31:18	223	579.20	XLON	00367295235TRLO1
24 December 2025 08:31:34	70	579.20	XLON	00367295331TRLO1
24 December 2025 08:31:34	249	579.20	XLON	00367295332TRLO1
24 December 2025 08:31:34	245	579.20	XLON	00367295333TRLO1
24 December 2025 08:31:34	100	579.20	XLON	00367295334TRLO1
24 December 2025 08:31:40	68	579.20	XLON	00367295355TRLO1
24 December 2025 08:31:40	222	578.80	XLON	00367295356TRLO1
24 December 2025 08:35:23	221	578.60	XLON	00367296669TRLO1
24 December 2025 08:36:02	234	578.00	XLON	00367296836TRLO1
24 December 2025 08:36:02	66	578.00	XLON	00367296837TRLO1
24 December 2025 08:36:02	239	578.00	XLON	00367296838TRLO1
24 December 2025 08:41:44	2	578.20	XLON	00367298599TRLO1
24 December 2025 08:42:37	268	578.20	XLON	00367298864TRLO1
24 December 2025 08:42:40	223	579.00	XLON	00367298888TRLO1
24 December 2025 08:42:55	225	579.60	XLON	00367298946TRLO1
24 December 2025 08:42:55	229	578.80	XLON	00367298947TRLO1
24 December 2025 08:43:21	229	579.20	XLON	00367299048TRLO1
24 December 2025 08:45:10	221	579.00	XLON	00367299631TRLO1
24 December 2025 08:45:10	15	579.40	XLON	00367299632TRLO1
24 December 2025 08:45:10	232	579.20	XLON	00367299633TRLO1
24 December 2025 08:47:33	263	579.20	XLON	00367300344TRLO1
24 December 2025 08:47:33	161	579.20	XLON	00367300345TRLO1
24 December 2025 08:47:33	464	579.00	XLON	00367300346TRLO1
24 December 2025 08:49:19	240	579.20	XLON	00367300842TRLO1

24 December 2025 08:49:20	380	579.20	XLON	00367300848TRLO1
24 December 2025 08:49:20	171	579.20	XLON	00367300849TRLO1
24 December 2025 08:54:25	38	579.60	XLON	00367302423TRLO1
24 December 2025 08:54:48	47	579.20	XLON	00367302528TRLO1
24 December 2025 08:54:53	219	579.00	XLON	00367302553TRLO1
24 December 2025 08:54:53	1,000	579.00	XLON	00367302554TRLO1
24 December 2025 08:54:53	34	579.00	XLON	00367302555TRLO1
24 December 2025 08:54:53	164	579.00	XLON	00367302556TRLO1
24 December 2025 08:54:53	251	579.00	XLON	00367302557TRLO1
24 December 2025 08:59:59	249	578.80	XLON	00367304297TRLO1
24 December 2025 08:59:59	234	578.80	XLON	00367304298TRLO1
24 December 2025 08:59:59	87	579.00	XLON	00367304299TRLO1
24 December 2025 08:59:59	234	579.00	XLON	00367304300TRLO1
24 December 2025 08:59:59	268	579.00	XLON	00367304301TRLO1
24 December 2025 08:59:59	460	579.00	XLON	00367304302TRLO1
24 December 2025 08:59:59	541	579.00	XLON	00367304303TRLO1
24 December 2025 08:59:59	238	578.80	XLON	00367304304TRLO1
24 December 2025 08:59:59	34	578.80	XLON	00367304305TRLO1
24 December 2025 09:09:07	239	579.00	XLON	00367307156TRLO1
24 December 2025 09:25:27	218	580.00	XLON	00367313782TRLO1
24 December 2025 09:32:47	235	580.00	XLON	00367316172TRLO1
24 December 2025 09:47:16	236	579.80	XLON	00367323779TRLO1
24 December 2025 09:47:19	225	579.60	XLON	00367323795TRLO1
24 December 2025 09:47:19	256	579.60	XLON	00367323796TRLO1
24 December 2025 09:47:19	239	579.60	XLON	00367323797TRLO1
24 December 2025 09:47:19	243	579.60	XLON	00367323798TRLO1
24 December 2025 09:47:19	30	579.60	XLON	00367323802TRLO1
24 December 2025 09:47:19	29	579.60	XLON	00367323803TRLO1
24 December 2025 09:47:19	220	579.40	XLON	00367323804TRLO1
24 December 2025 09:51:03	165	579.80	XLON	00367326272TRLO1
24 December 2025 09:51:03	139	579.80	XLON	00367326273TRLO1
24 December 2025 09:51:41	227	579.60	XLON	00367326593TRLO1
24 December 2025 09:59:29	239	579.80	XLON	00367329505TRLO1
24 December	227		XLON	00367329713TRLO1

2025 10:09:29	227	580.20	XLON	003673297TRLO1
24 December 2025 10:15:05	232	580.00	XLON	00367329820TRLO1
24 December 2025 10:15:06	230	579.60	XLON	00367329821TRLO1
24 December 2025 10:15:22	225	579.40	XLON	00367329823TRLO1
24 December 2025 10:16:07	224	579.20	XLON	00367329836TRLO1
24 December 2025 10:24:56	444	579.40	XLON	00367329982TRLO1
24 December 2025 10:24:56	438	579.40	XLON	00367329983TRLO1
24 December 2025 10:32:05	219	579.60	XLON	00367330064TRLO1
24 December 2025 10:36:00	231	579.60	XLON	00367330108TRLO1
24 December 2025 10:41:21	785	580.00	XLON	00367330152TRLO1
24 December 2025 10:42:02	75	579.80	XLON	00367330163TRLO1
24 December 2025 10:42:02	710	579.80	XLON	00367330164TRLO1
24 December 2025 10:42:02	90	579.80	XLON	00367330165TRLO1
24 December 2025 10:42:02	266	580.00	XLON	00367330166TRLO1
24 December 2025 10:48:03	239	580.40	XLON	00367330221TRLO1
24 December 2025 10:48:03	569	580.40	XLON	00367330222TRLO1
24 December 2025 10:54:00	569	580.40	XLON	00367330296TRLO1
24 December 2025 10:54:00	96	580.40	XLON	00367330297TRLO1
24 December 2025 10:54:00	1,909	580.40	XLON	00367330298TRLO1
24 December 2025 10:54:00	230	580.40	XLON	00367330299TRLO1
24 December 2025 10:54:02	438	580.20	XLON	00367330301TRLO1
24 December 2025 11:05:36	234	581.00	XLON	00367330413TRLO1
24 December 2025 11:09:24	243	581.00	XLON	00367330443TRLO1
24 December 2025 11:15:20	222	580.80	XLON	00367330881TRLO1
24 December 2025 11:15:20	222	580.80	XLON	00367330882TRLO1
24 December 2025 11:15:20	222	580.80	XLON	00367330883TRLO1
24 December 2025 11:31:05	894	580.80	XLON	00367331051TRLO1
24 December 2025 11:31:05	169	580.80	XLON	00367331052TRLO1
24 December 2025 11:31:05	224	580.80	XLON	00367331053TRLO1
24 December 2025 11:31:05	54	580.80	XLON	00367331054TRLO1
24 December 2025 11:31:05	385	583.20	XLON	00367331055TRLO1
24 December 2025 11:31:05	604	583.20	XLON	00367331056TRLO1
24 December 2025 11:31:05	296	583.20	XLON	00367331057TRLO1
24 December 2025 11:31:05	265	583.20	XLON	00367331058TRLO1

24 December 2025 11:31:05	271	583.20	XLON	00367331059TRLO1
24 December 2025 11:31:05	1,328	583.00	XLON	00367331060TRLO1
24 December 2025 11:32:16	915	583.20	XLON	00367331112TRLO1
24 December 2025 11:37:21	476	583.20	XLON	00367331165TRLO1
24 December 2025 11:37:37	436	583.40	XLON	00367331166TRLO1
24 December 2025 11:37:37	469	583.00	XLON	00367331167TRLO1
24 December 2025 11:37:37	469	582.80	XLON	00367331168TRLO1
24 December 2025 11:42:07	439	583.60	XLON	00367331238TRLO1
24 December 2025 11:42:16	360	583.60	XLON	00367331239TRLO1
24 December 2025 11:42:16	87	583.60	XLON	00367331240TRLO1
24 December 2025 11:42:22	456	583.80	XLON	00367331242TRLO1
24 December 2025 11:42:24	452	583.80	XLON	00367331243TRLO1
24 December 2025 11:46:08	468	583.60	XLON	00367331265TRLO1
24 December 2025 11:46:08	604	583.40	XLON	00367331266TRLO1
24 December 2025 11:46:09	469	583.20	XLON	00367331267TRLO1
24 December 2025 11:46:09	480	583.00	XLON	00367331268TRLO1
24 December 2025 11:46:09	340	583.00	XLON	00367331269TRLO1
24 December 2025 11:46:09	437	582.80	XLON	00367331270TRLO1
24 December 2025 11:49:30	235	583.20	XLON	00367331322TRLO1
24 December 2025 11:49:47	567	583.20	XLON	00367331323TRLO1
24 December 2025 11:49:47	78	583.20	XLON	00367331324TRLO1
24 December 2025 11:49:47	255	583.20	XLON	00367331325TRLO1
24 December 2025 11:49:47	455	582.80	XLON	00367331326TRLO1
24 December 2025 11:49:52	230	582.40	XLON	00367331329TRLO1
24 December 2025 11:49:52	224	582.40	XLON	00367331330TRLO1
24 December 2025 11:51:17	224	582.40	XLON	00367331384TRLO1
24 December 2025 11:51:17	2,999	582.40	XLON	00367331392TRLO1
24 December 2025 11:53:17	219	582.20	XLON	00367331417TRLO1
24 December 2025 11:53:24	223	583.40	XLON	00367331419TRLO1
24 December 2025 11:54:16	237	583.20	XLON	00367331423TRLO1
24 December 2025 11:54:16	224	583.20	XLON	00367331424TRLO1
24 December 2025 11:56:13	375	583.20	XLON	00367331440TRLO1
24 December 2025 11:56:13	567	583.20	XLON	00367331441TRLO1
24 December 2025 11:56:22	567	583.20	XLON	00367331442TRLO1

2025 11:56:26		583.60		
24 December 2025 11:56:27	225	583.40	XLON	00367331443TRLO1
24 December 2025 11:56:27	242	583.60	XLON	00367331444TRLO1
24 December 2025 11:56:27	567	583.60	XLON	00367331445TRLO1
24 December 2025 11:56:27	221	583.40	XLON	00367331446TRLO1
24 December 2025 12:03:04	459	583.60	XLON	00367331511TRLO1
24 December 2025 12:03:44	467	583.60	XLON	00367331516TRLO1
24 December 2025 12:15:33	441	584.60	XLON	00367331742TRLO1
24 December 2025 12:15:33	255	584.60	XLON	00367331743TRLO1
24 December 2025 12:15:33	567	584.60	XLON	00367331744TRLO1
24 December 2025 12:15:33	446	584.20	XLON	00367331745TRLO1
24 December 2025 12:16:28	468	584.00	XLON	00367331754TRLO1
24 December 2025 12:16:28	245	584.20	XLON	00367331755TRLO1
24 December 2025 12:16:28	195	584.20	XLON	00367331756TRLO1
24 December 2025 12:17:31	449	584.00	XLON	00367331771TRLO1
24 December 2025 12:17:31	567	584.00	XLON	00367331772TRLO1
24 December 2025 12:17:31	53	584.00	XLON	00367331773TRLO1
24 December 2025 12:18:56	234	584.00	XLON	00367331797TRLO1
24 December 2025 12:20:00	185	583.80	XLON	00367331816TRLO1
24 December 2025 12:20:00	33	583.80	XLON	00367331817TRLO1
24 December 2025 12:20:00	217	583.80	XLON	00367331818TRLO1
24 December 2025 12:20:47	435	583.80	XLON	00367331841TRLO1
24 December 2025 12:20:49	446	583.60	XLON	00367331842TRLO1
24 December 2025 12:20:49	34	583.80	XLON	00367331843TRLO1
24 December 2025 12:20:49	281	583.80	XLON	00367331844TRLO1
24 December 2025 12:20:49	435	583.60	XLON	00367331845TRLO1
24 December 2025 12:21:09	66	583.40	XLON	00367331853TRLO1
24 December 2025 12:21:09	96	583.60	XLON	00367331854TRLO1

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