

2nd January 2026

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:	31st December 2025
Aggregate number of ordinary shares purchased:	43,133
Lowest price per share (pence):	583.80
Highest price per share (pence):	588.60
Weighted average price per day (pence):	585.3490

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 53,456,713 ordinary shares in treasury and has 1,258,018,608 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	585.3490	43,133	583.80	588.60

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
31 December 2025 08:00:25	222	588.00	XLON	00368072323TRLO1
31 December 2025 08:02:14	444	587.40	XLON	00368073427TRLO1
31 December 2025 08:06:12	274	587.40	XLON	00368075931TRLO1
31 December 2025 08:11:02	39	587.40	XLON	00368079906TRLO1
31 December 2025 08:11:03	118	587.40	XLON	00368079916TRLO1
31 December 2025 08:12:47	449	587.00	XLON	00368080963TRLO1
31 December 2025 08:16:13	455	588.20	XLON	00368083882TRLO1
31 December 2025 08:19:25	168	588.60	XLON	00368087400TRLO1
31 December 2025 08:19:25	486	588.20	XLON	00368087401TRLO1
31 December 2025 08:20:01	476	588.00	XLON	00368087974TRLO1
31 December 2025 08:20:51	476	587.40	XLON	00368088928TRLO1
31 December 2025 08:20:51	454	587.40	XLON	00368089929TRLO1

2025 08:21:48		586.60		XXXXXXXXXX
31 December 2025 08:22:29	450	586.20	XLON	00368090704TRLO1
31 December 2025 08:28:05	481	586.60	XLON	00368097363TRLO1
31 December 2025 08:28:05	1,000	586.60	XLON	00368097364TRLO1
31 December 2025 08:28:05	245	586.60	XLON	00368097365TRLO1
31 December 2025 08:29:59	458	586.00	XLON	00368099703TRLO1
31 December 2025 08:29:59	444	585.60	XLON	00368099704TRLO1
31 December 2025 08:29:59	225	584.40	XLON	00368099709TRLO1
31 December 2025 08:33:00	226	583.80	XLON	00368104575TRLO1
31 December 2025 08:33:00	222	583.80	XLON	00368104576TRLO1
31 December 2025 08:33:11	222	583.80	XLON	00368104761TRLO1
31 December 2025 08:34:59	222	584.60	XLON	00368106885TRLO1
31 December 2025 08:45:37	229	584.20	XLON	00368117732TRLO1
31 December 2025 08:45:37	263	584.00	XLON	00368117733TRLO1
31 December 2025 08:45:37	230	584.00	XLON	00368117734TRLO1
31 December 2025 08:45:37	35	584.20	XLON	00368117735TRLO1
31 December 2025 08:45:37	23	584.20	XLON	00368117736TRLO1
31 December 2025 08:45:37	228	584.20	XLON	00368117737TRLO1
31 December 2025 08:45:37	229	584.20	XLON	00368117738TRLO1
31 December 2025 08:45:37	512	584.20	XLON	00368117739TRLO1
31 December 2025 08:45:37	246	584.20	XLON	00368117740TRLO1
31 December 2025 08:50:19	237	584.20	XLON	00368124889TRLO1
31 December 2025 08:58:08	460	584.40	XLON	00368137643TRLO1
31 December 2025 09:02:27	240	585.80	XLON	00368144487TRLO1
31 December 2025 09:02:28	230	585.40	XLON	00368144497TRLO1
31 December 2025 09:07:00	240	585.20	XLON	00368150323TRLO1
31 December 2025 09:13:01	554	585.20	XLON	00368157796TRLO1
31 December 2025 09:13:01	261	585.20	XLON	00368157797TRLO1
31 December 2025 09:13:01	165	585.20	XLON	00368157798TRLO1
31 December 2025 09:13:01	13	585.20	XLON	00368157799TRLO1
31 December 2025 09:26:34	210	585.20	XLON	00368176037TRLO1
31 December 2025 09:26:34	13	585.20	XLON	00368176038TRLO1
31 December 2025 09:30:39	222	585.20	XLON	00368181094TRLO1
31 December 2025 09:35:04	16	585.60	XLON	00368185148TRLO1

31 December 2025 09:35:04	461	585.80	XLON	00368185150TRLO1
31 December 2025 09:38:00	234	586.20	XLON	00368187880TRLO1
31 December 2025 09:38:00	43	586.00	XLON	00368187885TRLO1
31 December 2025 09:38:23	223	586.20	XLON	00368188389TRLO1
31 December 2025 09:39:17	226	586.00	XLON	00368189374TRLO1
31 December 2025 09:45:41	227	586.00	XLON	00368198082TRLO1
31 December 2025 09:55:03	233	585.60	XLON	00368209652TRLO1
31 December 2025 09:55:06	97	585.60	XLON	00368209711TRLO1
31 December 2025 09:55:06	25	585.60	XLON	00368209712TRLO1
31 December 2025 09:55:06	95	585.60	XLON	00368209713TRLO1
31 December 2025 09:55:06	526	585.60	XLON	00368209714TRLO1
31 December 2025 09:55:10	234	585.40	XLON	00368209763TRLO1
31 December 2025 09:55:10	224	585.20	XLON	00368209773TRLO1
31 December 2025 10:05:02	471	586.00	XLON	00368213839TRLO1
31 December 2025 10:05:02	580	586.20	XLON	00368213840TRLO1
31 December 2025 10:05:02	1,069	586.20	XLON	00368213841TRLO1
31 December 2025 10:05:55	463	585.80	XLON	00368213850TRLO1
31 December 2025 10:05:55	244	585.80	XLON	00368213851TRLO1
31 December 2025 10:05:55	218	585.80	XLON	00368213852TRLO1
31 December 2025 10:18:05	466	586.20	XLON	00368214057TRLO1
31 December 2025 10:18:05	21	586.40	XLON	00368214058TRLO1
31 December 2025 10:26:20	485	586.20	XLON	00368214489TRLO1
31 December 2025 10:26:20	471	586.20	XLON	00368214490TRLO1
31 December 2025 10:27:51	99	586.20	XLON	00368214505TRLO1
31 December 2025 10:27:51	239	586.00	XLON	00368214506TRLO1
31 December 2025 10:27:52	301	586.00	XLON	00368214507TRLO1
31 December 2025 10:27:52	151	586.00	XLON	00368214508TRLO1
31 December 2025 10:29:51	233	585.60	XLON	00368214532TRLO1
31 December 2025 10:29:51	59	585.60	XLON	00368214533TRLO1
31 December 2025 10:29:51	173	585.60	XLON	00368214534TRLO1
31 December 2025 10:30:21	259	585.40	XLON	00368214549TRLO1
31 December 2025 10:31:08	39	586.00	XLON	00368214576TRLO1
31 December 2025 10:32:37	226	585.80	XLON	00368214599TRLO1
31 December 2025 10:35:54	233	585.40	XLON	00368214677TRLO1

2025 10:35:54		585.40		
31 December 2025 10:35:54	232	585.40	XLON	00368214678TRLO1
31 December 2025 10:35:54	233	585.40	XLON	00368214679TRLO1
31 December 2025 10:39:11	64	586.00	XLON	00368214731TRLO1
31 December 2025 10:39:47	234	585.80	XLON	00368214746TRLO1
31 December 2025 10:40:11	224	585.60	XLON	00368214753TRLO1
31 December 2025 10:48:57	670	585.40	XLON	00368214894TRLO1
31 December 2025 10:48:57	223	585.40	XLON	00368214895TRLO1
31 December 2025 10:48:57	223	585.40	XLON	00368214896TRLO1
31 December 2025 10:48:57	223	585.40	XLON	00368214897TRLO1
31 December 2025 10:48:57	223	585.40	XLON	00368214898TRLO1
31 December 2025 10:48:57	223	585.40	XLON	00368214899TRLO1
31 December 2025 10:48:57	224	585.40	XLON	00368214900TRLO1
31 December 2025 10:48:57	446	585.40	XLON	00368214901TRLO1
31 December 2025 10:48:57	971	584.60	XLON	00368214902TRLO1
31 December 2025 10:48:57	690	584.60	XLON	00368214903TRLO1
31 December 2025 10:49:04	893	584.60	XLON	00368214904TRLO1
31 December 2025 10:49:04	798	584.60	XLON	00368214905TRLO1
31 December 2025 10:49:04	772	584.60	XLON	00368214906TRLO1
31 December 2025 10:56:09	457	584.60	XLON	00368215027TRLO1
31 December 2025 10:59:39	470	584.40	XLON	00368215144TRLO1
31 December 2025 10:59:39	235	584.40	XLON	00368215145TRLO1
31 December 2025 10:59:41	191	584.40	XLON	00368215146TRLO1
31 December 2025 10:59:41	82	584.40	XLON	00368215147TRLO1
31 December 2025 10:59:41	257	584.20	XLON	00368215148TRLO1
31 December 2025 10:59:41	351	584.20	XLON	00368215149TRLO1
31 December 2025 11:00:02	416	584.80	XLON	00368215181TRLO1
31 December 2025 11:00:02	276	584.80	XLON	00368215182TRLO1
31 December 2025 11:00:02	416	584.80	XLON	00368215183TRLO1
31 December 2025 11:17:21	267	584.80	XLON	00368215518TRLO1
31 December 2025 11:17:21	60	584.80	XLON	00368215519TRLO1
31 December 2025 11:17:21	457	584.60	XLON	00368215520TRLO1
31 December 2025 11:19:53	225	584.60	XLON	00368215556TRLO1
31 December 2025 11:20:54	233	584.60	XLON	00368215570TRLO1

31 December 2025 11:20:54	229	584.40	XLON	00368215571TRLO1
31 December 2025 11:27:00	229	584.40	XLON	00368215663TRLO1
31 December 2025 11:35:59	608	584.40	XLON	00368215878TRLO1
31 December 2025 11:40:47	672	584.20	XLON	00368215952TRLO1
31 December 2025 11:43:03	665	584.20	XLON	00368215997TRLO1
31 December 2025 11:43:03	268	584.20	XLON	00368215998TRLO1
31 December 2025 11:43:03	58	584.20	XLON	00368215999TRLO1
31 December 2025 11:45:57	727	584.00	XLON	00368216060TRLO1
31 December 2025 11:50:00	229	584.40	XLON	00368216169TRLO1
31 December 2025 11:50:01	240	584.40	XLON	00368216170TRLO1
31 December 2025 11:51:45	243	584.40	XLON	00368216193TRLO1
31 December 2025 11:52:34	235	584.20	XLON	00368216204TRLO1
31 December 2025 12:02:21	230	584.00	XLON	00368216488TRLO1
31 December 2025 12:02:21	229	584.00	XLON	00368216489TRLO1
31 December 2025 12:05:00	650	584.40	XLON	00368216537TRLO1
31 December 2025 12:05:00	249	584.60	XLON	00368216538TRLO1
31 December 2025 12:05:00	220	584.60	XLON	00368216539TRLO1
31 December 2025 12:05:00	221	584.60	XLON	00368216540TRLO1
31 December 2025 12:05:00	332	584.60	XLON	00368216541TRLO1
31 December 2025 12:08:40	236	585.20	XLON	00368216671TRLO1
31 December 2025 12:08:40	236	585.40	XLON	00368216672TRLO1
31 December 2025 12:10:08	238	585.20	XLON	00368216729TRLO1
31 December 2025 12:10:08	97	585.40	XLON	00368216730TRLO1
31 December 2025 12:10:11	243	585.20	XLON	00368216732TRLO1
31 December 2025 12:11:06	223	585.20	XLON	00368216754TRLO1
31 December 2025 12:15:00	755	585.80	XLON	00368216908TRLO1
31 December 2025 12:15:00	152	585.60	XLON	00368216909TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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